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CO-CREATING VALUE

FPO Success Stories with Ecosystem Partners



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CO-CREATING VALUE

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CONTENT

Foreword 07
Introduction 09

Part I

Aadhaya Bioenergy Farmer Producer Company Limited 14
Apni Saheli Farmer Producer Company Limited 17
Avantika Aatm Nirbher Krashak Producer Company Limited 20
Bandhawgarh Krishi Vanopaj Producer Company Limited 23
Dandkhora Krishipragati Farmer Producer Company Limited 26
Dharasurmardini Mahila Farmer Producer Company Limited 29
Doma Kalpi Farmer Producer Company Limited 32
Hamara Prayash Kisan Producer Company Limited 35
Haveri Siri Farmers Producers Company Limited 38
Janta Sevakarya Farmer Producer Company Limited 41
Krushiratna Producer Company Limited 44
Ma Vindhyawasini Prerna Producer Company Limited 47
Mathura Mant Mustard Producer Company Limited 50
NimadFresh Krushi Vikas Farmer Producer Company Limited 53
Pravidhaan Farmer Producer Company Limited 56
Rasdampur Kisan Agro Farmer Producer Company Limited 59
Shiva Sai Mupkal Rythu Farmers Producer Company Limited 62
Swayam Sakhi Shetmal Producer Company Limited 65
Taptiparas Farmer Producer Company Limited 68
Wadile Agro Producer Company Limited 71

Part II

Ayothi Women Farmer Producer Company Limited 76
Bathalapalli FED Farmer Producer Company Limited 79
Bhaukhedi Farmer Producer Company Limited 82

Bisauli Green Organic Producer Company Limited 85
Cholapur Kalyan Farmers Producer Company Limited 88
Dewas Malwa Krushi Vikas Producer Company Limited 91
Dwaraka Palm Oil Fed Producer Company Limited 94
Hardoi Baba Farmer Producer Company Limited 97
JMKPM Farmer Producer Company 100
Kanti Kisan Producer Company Limited 103
Kelwada Pragatisheel Kisan Producer Company Limited 106
Krushimann Farmers Producer Company Limited 109
Krushnarpan Farmer Producer Company Limited 112
Lahsun Krishi Fed Farmer Producer Company Limited 115
Lalitpur Mahila Kisan Producer Company Limited 118
Lekope Majuli Women Farmer Producer Company Limited 121
Maddipadu Farmer Producer Company Limited 124
Manyam Sahaja Farmer Producer Company Limited 127
Minapur Kisan Producer Company Limited 130
Mursan Kisan Pariwar Producer Company Limited 133
Naidupeta BRDS Women Farmers Producer Company Limited 136
Negila Siddha Farmer Producer Company Limited 139
Palamalai Farmer Producer Company Limited 142
Puintala Pragati Farmer Producer Company Limited 145
Rambha Farmers Producer Company Limited 148
Shergarh Kisan Producer Company Limited 151
South Region Pomegranate Growers Producer Company Limited 154
Tiger Zone Farmers Producer Company Limited 157
Yazali Farmers Producers Company Limited 160
Zalansar Farmers Producer Company Limited 163



Foreword



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Chairman, CII Task Force on FPO
Director on Board and Group President, TAFE

Farmer Producer Organisations (FPOs) have become an important part of India's agricultural landscape, offering small and marginal farmers a collective platform to address challenges related to scale, finance, technology and market access. By bringing farmers together, these institutions have strengthened their ability to access essential services, negotiate with buyers and participate more effectively in agricultural value chains. As the FPO movement matures, the emphasis is increasingly shifting from institution building to developing commercially viable, professionally managed and sustainable farmer-owned enterprises.

The Confederation of Indian Industry (CII), through its Food and Agriculture Centre of Excellence (CII-FACE), has been actively engaged in supporting this transition. Through its Business Support Unit (BSU), CII-FACE has worked with FPOs on governance, financial literacy, business planning, market readiness and industry linkages. These engagements have provided valuable insights into the opportunities and challenges faced by farmer collectives and the importance of connecting them with the knowledge, resources and networks required for long-term growth.

Complementing these efforts, CII-FACE also instituted the CII FPO Excellence Awards to recognise and celebrate Farmer Producer Organisations (FPOs) that demonstrate excellence in entrepreneurship, market integration, value addition, women's leadership, technology adoption and sustainable agricultural practices. The Awards provide a platform to showcase successful FPO business models, highlight replicable best practices and encourage peer learning across the FPO ecosystem.

Building on these engagements and learnings, CII-FACE has sought to document and share the experiences of FPOs that are successfully translating these capabilities into sustainable and scalable business models.

The first edition of the compendium, Empowering the First Mile: Stories of FPO-Led Transformation, documented the journeys of farmer collectives that have demonstrated innovation, entrepreneurship and determination in overcoming local challenges.

Building on this foundation, the second edition, Co-Creating Value: FPO Success Stories with Ecosystem Partners, places greater emphasis on the role of collaboration in strengthening farmer-owned businesses. It recognises that while collective action provides the foundation, access to specialised expertise, institutional finance, technology and established markets can help FPOs expand their operations and pursue new opportunities. Such engagement is particularly valuable as organisations move beyond aggregation towards processing, branding, diversified services and higher-value markets.

The stories reinforce that the next phase of the FPO movement must be measured not merely by the number of institutions established, but by their ability to operate independently, remain financially sound and deliver consistent benefits to farmers. Strong governance, professional management, access to working capital and a clear understanding of market demand will be essential. Equally important will be the development of long-term commercial relationships that allow FPOs to plan confidently, manage risks and invest in their future.

I am confident that this publication will serve as a useful reference for FPOs, policymakers, industry and other stakeholders seeking to strengthen India's agricultural ecosystem. By bringing together experiences from the field, it offers an opportunity to learn from approaches that have worked, understand the factors behind their success and identify possibilities for wider adoption.



Introduction

India's agricultural landscape is undergoing a significant transformation, with Farmer Producer Organizations (FPOs) emerging as an important institutional mechanism for strengthening the position of small and marginal farmers within agricultural value chains. By bringing farmers together around shared economic interests, FPOs are creating opportunities to overcome the limitations of fragmented production, improve access to inputs and services, strengthen market linkages and enable farmers to participate more effectively in the agricultural economy.

For millions of smallholders, limited scale, inadequate market information, high input costs, insufficient infrastructure and weak bargaining power have historically constrained their ability to realise greater value from agriculture. Collective action offers a pathway to address many of these challenges. Through FPOs, farmers can aggregate demand for inputs and services, consolidate produce, engage with larger buyers and build the scale required to access markets and opportunities that may otherwise remain beyond the reach of individual producers.

Over the years, the FPO ecosystem in India has expanded considerably, supported by enabling government policies, institutional programmes and increasing participation from industry, financial institutions, development organisations and technology providers. This expansion has helped establish a strong foundation for farmer collectivisation. The opportunity now lies in enabling these institutions to evolve into sustainable, professionally managed and market-oriented farmer enterprises.

This transition is already visible across the country. FPOs are progressively moving beyond their traditional role as aggregators to undertake grading, processing, packaging, branding, direct marketing and other value-added activities. Many are developing relationships with institutional buyers, entering new markets, adopting digital and agricultural technologies, strengthening post-harvest infrastructure and diversifying into higher-value commodities. These developments demonstrate the potential of farmer-owned enterprises to participate across a larger share of the value chain and retain greater value for their members.

Partnerships as a catalyst for growth

The journey from farmer collective to sustainable enterprise cannot be undertaken in isolation. As FPOs grow, their requirements become increasingly diverse—ranging from working capital and infrastructure to technology, technical expertise, market intelligence, professional management and reliable market relationships. Partnerships therefore become central to their ability to scale.

Across India, a diverse ecosystem of government institutions, industry, financial organisations, development agencies, technology providers, research institutions and other stakeholders is engaging with FPOs to address these requirements. Such collaborations are helping farmer organisations strengthen governance and business capabilities, improve production practices, access finance, adopt technologies, develop value-added products and establish stronger connections with markets.

The nature of these partnerships is also evolving. The focus is gradually shifting from short-term interventions towards relationships built around shared economic value. Buyers are increasingly engaging FPOs as sourcing partners; technology companies are working with them as platforms for delivering solutions at scale; financial institutions are developing mechanisms to serve farmer enterprises; and FPOs themselves are becoming important partners for businesses seeking deeper and more structured engagement with farming communities.

The real potential of the FPO ecosystem lies in building such relationships where farmers, FPOs and ecosystem partners are able to co-create value rather than operate through isolated interventions.

About the compendium

Co-Creating Value: FPO Success Stories with Ecosystem Partners brings together experiences from across India to illustrate how farmer institutions and ecosystem partners are working together to build stronger, more resilient and commercially viable agricultural enterprises.

The compendium goes beyond documenting achievements. It seeks to capture the journeys behind them—the challenges encountered, partnerships developed, business models adopted and institutional capabilities built along the way. The stories reflect diverse commodities, geographies and stages of organisational maturity, demonstrating that there is no single pathway for building a successful FPO. What emerges consistently, however, is the importance of strong farmer ownership, capable leadership, market orientation and sustained partnerships.

The compendium is presented in **two complementary parts,** reflecting both sides of this evolving ecosystem.

Part I: Partnerships for Growth and Scale focuses on the role of ecosystem partners in enabling this transformation. Through examples of collaboration between FPOs and industry, financial institutions, technology providers, development organisations and other stakeholders, this section demonstrates how partnerships can address critical gaps in finance, technology, infrastructure, capacity, market access and value-chain integration. These stories underline the importance of moving beyond transactional engagement towards long-term relationships in which both FPOs and their partners have a shared interest in creating sustainable value.

Part II: FPO-Led Transformation brings together stories of Farmer Producer Organizations that are building enterprises around the needs and aspirations of their members. These cases highlight how FPOs are strengthening aggregation, input and advisory services, market access, value addition, branding, technology adoption and other business activities. They also capture the institutional journeys of farmer collectives as they move from formation and mobilisation towards stronger governance, business growth and commercial sustainability.

Together, the two parts provide a broader perspective on the FPO ecosystem—one that recognises farmer institutions as the central drivers of change while acknowledging that their ability to grow and compete is strengthened by the quality of the ecosystem around them.

From success stories to scalable models

The experiences captured in this compendium also point to an important shift in how FPO success should be understood. The next stage of the movement cannot be measured only by the number of FPOs formed or farmers mobilised. Increasingly, success will need to be reflected in the strength of their businesses, the value delivered to members and their ability to operate independently and sustainably over time.

This requires moving from institution formation to enterprise development; from aggregation to value creation; from occasional market linkage to long-term commercial relationships; and from dependence on external support to financial and managerial sustainability.

Not every FPO will follow the same trajectory. Local production systems, commodities, markets, infrastructure and member aspirations will continue to shape different business models. The challenge is therefore not to create a uniform model, but to build an enabling ecosystem in which FPOs can identify viable opportunities and develop the capabilities required to pursue them.

Way forward

The rapid expansion of the FPO ecosystem has created an important foundation for collective farmer enterprise in India. The next phase will need to focus more closely on the quality and sustainability of these institutions and on the value they are able to generate for their members.

This means moving beyond formation and mobilisation towards stronger businesses. Governance, professional management and financial discipline will become increasingly important as FPOs expand their operations. Boards need to be equipped to provide strategic direction, while management teams require the skills to handle finance, markets, operations and partnerships. At the same time, farmer ownership and member participation must remain central to the organisation.

Finance continues to be one of the most important requirements for growth. Many FPOs have market opportunities but lack sufficient working capital to aggregate produce at scale or invest in infrastructure and value addition. Better financial records, stronger business plans and financing approaches that take into account the operating realities of farmer-owned enterprises can help improve their access to formal credit.

A stronger market orientation will also be necessary. Market linkage should not begin only after produce is ready for sale. FPOs will increasingly need to understand demand, quality specifications and price opportunities in advance and align production and aggregation accordingly. Longer-term relationships with processors, retailers, exporters and institutional buyers can provide greater predictability and help farmers respond more effectively to market requirements.

There is considerable scope for FPOs to move further into value addition. Grading, processing, packaging, certification and branding can help farmer enterprises retain a greater share of the value generated from agricultural produce. For some FPOs, opportunities may also emerge in specialised markets, exports, sustainable agriculture and climate-resilient value chains.

Technology will have an important supporting role in this transition. Digital platforms, farm advisory systems, traceability solutions, market intelligence and technology-enabled financial services can improve both farm-level outcomes and business efficiency. Their relevance, however, will depend on how well they address an actual need and whether the FPO can continue to use them sustainably.

Above all, stronger partnerships will be needed. The requirements of an FPO change as it grows, and the support available to it must evolve accordingly. The emphasis should gradually move from short-term interventions towards relationships that help build viable businesses and create value for all participants.

The stories brought together in this compendium show that this process is already underway. They offer examples of farmer institutions finding new markets, developing products and services, adopting technology and building relationships that have helped them grow. They also reflect the effort required behind these achievements and the importance of learning and adapting along the way.

The next chapter of the FPO movement will ultimately be determined not by the number of organisations established, but by the number that are able to become viable, resilient and farmer-owned enterprises.

For FPOs, this means moving from collective action to sustainable enterprise. For ecosystem partners, it means moving from supporting FPOs to doing business and creating value with them. And for farmers, it represents the possibility of having a stronger voice and a more meaningful stake in the agricultural value chains of which they have always been an essential part.





PART -1

Partnerships for Growth and Scale

Case Study 01

Financing Growth, Strengthening Farmer Enterprises

How Aadhaya Bioenergy FPC is Strengthening Farmer Livelihoods through Access to Finance, Market Linkages and Diversified Agricultural Enterprises



Profile at a Glance

NAME:	AADHAYA BIOENERGY FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2020
LOCATION:	SULTANPUR, UTTAR PRADESH
SHAREHOLDERS:	311
KEY PRODUCTS:	WHEAT, PADDY, MUSTARD, VEGETABLES, SPECIALITY RICE, A2 MILK AND DAIRY PRODUCTS
KEY PARTNER:	SAMUNNATI FINANCE PRIVATE LIMITED

Building a Farmer-Owned Enterprise with Diverse Opportunities

Aadhaya Bioenergy Farmer Producer Company Limited was formed to improve farmers' economic opportunities through collective agricultural activities, better market access and sustainable farming practices. The organisation works with 311 members and has developed a diversified business model centred on agricultural procurement, trading, mechanisation and value addition.

The FPO handles major commodities such as wheat, paddy and mustard, alongside specialty varieties including Bansi, Sharbati and Sona Moti wheat, and Kala Namak, Basmati, black rice and red rice. Its activities also extend to seed processing and dairy products, particularly A2 milk from indigenous cattle breeds such as Gir and Sahiwal.

A distinguishing feature of the organisation is its emphasis on organic farming and improved agricultural practices. Through farmer training, organic manure preparation and the promotion of drip irrigation, the FPO seeks to improve productivity while encouraging more sustainable cultivation methods.

Building a Partnership around Access to Finance

In 2022, Aadhaya Bioenergy approached Samunnati Finance Private Limited to address one of its most pressing challenges: limited access to timely working capital through conventional banking channels. Collateral requirements and financing delays made it difficult for the FPO to undertake procurement and trading activities at the desired scale. Samunnati's financing support provided an alternative that could respond to the organisation's evolving business requirements.

The relationship began with a ₹5 lakh financing facility, which was subsequently increased to ₹10 lakh and later to ₹25 lakh. This fivefold expansion in the facility reflects the progressive nature of the partnership and the FPO's growing working capital requirements. Rather than treating financing as a standalone transaction, the collaboration has developed around the FPO's business activities. Access to working capital has enabled Aadhaya Bioenergy to purchase agricultural produce, coordinate aggregation and trading, and strengthen its engagement with farmers and markets.

For Samunnati, the partnership provides an opportunity to support a farmer-owned enterprise with a diversified commodity portfolio and an expanding network of agricultural activities.

Strengthening Procurement and Farmer Services

With improved access to working capital, Aadhaya Bioenergy has strengthened its agricultural commodity business while extending services that help farmers manage cultivation and harvesting operations. The FPO has reported business activity of approximately ₹35 lakh in wheat, ₹32 lakh in paddy and ₹27 lakh in mustard, with an estimated combined profit of ₹8.5 lakh from these three commodities. The organisation has also undertaken activities related to cattle feed, including reported supply transactions worth ₹7.5 lakh and sales worth ₹6 lakh, alongside paddy-residue management activities valued at approximately ₹2–3 lakh.

Beyond trading, the FPO facilitates access to tractors, harvesters and superseeders, helping farmers undertake field operations more efficiently and complete harvesting activities on time. Approximately 120 farmers across 600 acres have benefited from the FPO's agricultural services and market-related activities. Its membership has also reportedly doubled over the course of its development, reflecting increasing farmer participation in collective business operations. The organisation's 82 women members are part of its broader capacity-building efforts, including training in organic cultivation and manure preparation.

Financial Growth and Business Performance

Aadhaya Bioenergy's financial performance reflects steady expansion in its business operations during the partnership period. Revenue increased from ₹42.46 lakh in FY 2023–24 to ₹74.35 lakh in FY 2024–25, representing growth of approximately 75.1%. In FY 2025–26, revenue further increased to ₹93.59 lakh, registering year-on-year growth of approximately 25.9%. Over the two-year period, the FPO's revenue grew by approximately 120.4%, demonstrating a substantial increase in the scale of its commercial activities.

The FPO's reported surplus rose from ₹10,789 in FY 2023–24 to ₹55,448 in FY 2024–25, an increase of approximately 413.9%. It further increased to ₹93,520 in FY 2025–26, reflecting growth of approximately 68.7% over the preceding year. Overall, the reported surplus increased by approximately 766.8% between FY 2023–24 and FY 2025–26. Although the absolute surplus remains modest relative to turnover, the improvement indicates progress in the organisation's ability to generate earnings from its business activities

Overcoming Financial and Operational Challenges

For Aadhaya Bioenergy, the initial difficulty was not a lack of agricultural opportunities but the financial capacity to pursue them. Seasonal procurement required funds at the right time, while conventional financing arrangements often involved collateral-related constraints. The partnership with Samunnati helped address this challenge by providing access to financing that expanded in line with the FPO's requirements.

At the operational level, the organisation has continued to improve farmer access to machinery, promote modern cultivation methods and strengthen agricultural training. Its use of the FPONext platform also forms part of its wider engagement with digital agricultural services. The experience highlights the importance of aligning financial support with the practical needs of farmer-owned enterprises, particularly those seeking to expand procurement and develop multiple agricultural business activities.

Expanding into New Agricultural Value Chains

Building on its existing commodity business, Aadhaya Bioenergy is exploring opportunities to diversify into vegetable procurement, trading and organised market linkages. Strengthening these activities is expected to be an important area of future collaboration with Samunnati. The FPO is also developing mushroom farming as a new enterprise opportunity. Its plans include compost production, farmer training and awareness programmes, with a production target of approximately 100 quintals of mushrooms during the current season.

Other priorities include expanding organic agriculture, strengthening processing and value-addition capabilities, improving branding and increasing access to modern agricultural machinery. Achieving these ambitions will require continued working capital support, suitable processing infrastructure, market connections and technical guidance from government agencies, financial institutions and ecosystem partners.

Recognition and Achievements

Aadhaya Bioenergy has received recognition from Dainik Jagran during the Bharat Amrit Mahotsav and has also been associated with the Bank of Baroda Progressive Farmer Award, acknowledging its efforts in agricultural development and farmer-oriented activities.

> ***Our partnership with Samunnati has helped us overcome one of our key challenges—access to timely working capital. Starting with a ₹5 lakh facility, the relationship has grown as our business requirements have increased. The support has helped us strengthen procurement, trading and farmer-market linkages, and we now look forward to expanding our collaboration into vegetable procurement and trading while developing new opportunities such as mushroom farming.***

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Case Study 02

From Women's Collective to Consumer Brand

How Apni Saheli FPC is Creating Greater Value for Women Farmers through Processing, Branding and Strategic Partnership with KisaanSay



Profile at a Glance

NAME:	APNI SAHELI FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2013
LOCATION:	DHOLPUR, RAJASTHAN
SHAREHOLDERS:	4,000
KEY PRODUCTS:	GHEE, EDIBLE OILS, HONEY, PICKLES, SPICES AND COOKIES
KEY PARTNER:	KISAANSAY AGTECH PRIVATE LIMITED

From Collective Strength to Women-Led Enterprise

The journey of Apni Saheli Farmer Producer Company Limited began in 2013 in Dholpur, Rajasthan, when three self-help group federations came together to establish a farmer-owned enterprise. Starting with approximately 1,800 women members, the organisation was built around a shared vision of strengthening women's economic independence through collective enterprise and sustainable livelihoods.

Its initial activities focused on dairy, with women farmers organising milk collection and aggregation to improve their access to markets. Recognising the potential of value addition, the FPO gradually expanded beyond raw milk marketing. In 2015, it brought in professional expertise and introduced processed dairy products such as paneer, ghee and khoa, subsequently establishing supply relationships with modern retail chains through an associated venture.

Over the years, Apni Saheli has evolved into a women-led food enterprise engaged in processing, packaging and marketing a diverse range of products under its own brand, Katori. This transition from primary production to value-added food products has enabled the organisation to create additional livelihood opportunities while strengthening women's participation in agricultural business activities. However, expanding beyond local markets and establishing a stronger presence in the branded food segment required wider distribution networks, consistent market demand and greater consumer visibility.

Building Strategic Partnerships for Shared Prosperity

A significant step in this journey came in April 2025, when Apni Saheli FPO partnered with KisaanSay Agtech Private Limited to strengthen the market presence of its value-added products, particularly authentic Chambal-region ghee and edible oils. The collaboration is built around KisaanSay's distinctive co-branding and co-profit-sharing model, which positions farmer enterprises as partners in commercial growth rather than merely suppliers of agricultural products.
Apni Saheli manages raw material sourcing from its farmer network, processing, packaging and supply of products including ghee, edible oils, honey and pickles. KisaanSay supports the downstream value chain through branding, storage, distribution and consumer engagement across its online and offline channels.

The partnership also emphasises product authenticity and traceability, allowing consumers to connect the products they purchase with the farmer enterprise responsible for producing them. Through co-branding, Apni Saheli's identity becomes part of the consumer-facing product, creating recognition for the women behind the enterprise.

Beyond market access, KisaanSay provides guidance on quality standards, packaging, processing and demand planning, helping the FPO strengthen its operational capabilities and respond to the requirements of organised retail markets.

Creating Value Beyond the Farm

The partnership has contributed to a substantial improvement in Apni Saheli's business performance. According to the FPO, its annual revenue increased from approximately ₹16 lakh before the partnership to ₹35 lakh following the collaboration with KisaanSay, representing growth of approximately 118.8%.

This expansion reflects increased business volumes, improved access to organised markets and stronger demand for the FPO's value-added products. Timely payments and improved price realisation have also supported the organisation's working-capital position, enabling more predictable business operations.

For women farmers, the benefits extend beyond higher sales. Processing and packaging activities have created local employment opportunities, while participation in a branded value chain has strengthened their role in the commercial activities of the enterprise.

As members and shareholders, women also have the opportunity to benefit from the FPO's long-term financial growth, including potential dividend distributions, subject to profitability and the organisation's decisions.

The partnership has created mutual value. Apni Saheli's ability to supply authentic, quality products supports KisaanSay's growing consumer portfolio, while KisaanSay's market network enables the FPO to reach customers beyond its traditional local markets.

By connecting women-led production with professional branding and distribution, the collaboration is helping Apni Saheli move from a locally oriented food-processing enterprise towards a more established presence in organised consumer markets.

Overcoming Challenges Through Collective Action

Building confidence in a new commercial partnership was an important challenge for Apni Saheli. Many farmers were familiar with traditional market arrangements involving intermediaries, making it necessary to demonstrate the benefits of direct market access and a shared-profit business model.
The transition towards organised consumer markets also required improvements in processing practices, quality assurance, packaging and compliance with evolving food standards.

Through continued farmer engagement, capacity building and technical guidance from KisaanSay, the FPO has worked to strengthen these capabilities. The partnership has also helped create a more structured approach to production planning and supply, supporting consistency in product quality and market delivery.

These efforts have enabled the organisation to build on its existing processing experience while preparing its women-led enterprise for wider commercial opportunities.

A Journey of Milestones

From its beginnings as a collective of self-help groups, Apni Saheli FPO has steadily expanded its role in strengthening women's participation in agricultural value chains. Its transition from milk aggregation to dairy processing, the development of the Katori brand and its entry into organised retail reflect a continuing effort to create greater value from locally produced agricultural commodities.

The partnership with KisaanSay marks another important stage in this journey, bringing together farmer ownership, value addition, co-branding and profit sharing within a single commercial model.
Looking ahead, the FPO has opportunities to expand its product portfolio, strengthen processing and quality systems, and deepen its presence in organised markets. Continued investment in capacity building, product development and market partnerships can further support its vision of becoming a self-sustaining women-led enterprise.

At Apni Saheli, our focus has always been on creating better livelihood opportunities for women farmers and helping them become successful entrepreneurs. Our collaboration with KisaanSay has enabled us to strengthen our market linkages, introduce value-added products and reach a wider customer base. As a women-led FPO, we aim to build a strong market identity for our products while ensuring greater economic opportunities and sustainable growth for our farmer members.

Kiran
Achaar Unit Head
Apni Saheli Farmer Producer Company Limited

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Case Study 03

Strengthening Farmer Enterprises through Collective Growth and Strategic Partnerships

How Avantika Aatam Nirbhar Krashak Producer Company Limited is Enhancing Market Access, Financial Inclusion and Business Opportunities for Farmers



Profile at a Glance

NAME:	AVANTIKA AATM NIRBHER KRASHAK PRODUCER COMPANY LIMITED
REGISTRATION:	2010
LOCATION:	UJJAIN, MADHYA PRADESH
SHAREHOLDERS:	4682
KEY PRODUCTS:	SOYBEAN, CHANA, WHEAT, MUSTARD, CORIANDER, ONION, GARLIC, MAIZE
KEY PARTNERS:	NCDEX, ITC, CARGILL, RELIANCE FOUNDATION, SAMUNNATI

From Water Scarcity to Farmer Prosperity

The journey of Avantika Aatm Nirbher Krashak Producer Company Limited began in Agar Malwa, Madhya Pradesh, where farmers faced water scarcity, low productivity and limited market opportunities. With support from Reliance Foundation, the community first focused on water conservation, institution building and farmer capacity development. Nearly 100 water structures supported irrigation across around 600 hectares and helped improve agricultural productivity, creating the foundation for stronger and more resilient farming livelihoods.

Established on 7 December 2010 with 500 members, Avantika has grown into a farmer-led institution with 4,582 shareholders across 33 villages, supported by a nine-member Board of Directors. The FPO works with key commodities including soybean, wheat, gram, orange, coriander and onion, while its activities span input services, aggregation, procurement, market linkages, capacity building and financial facilitation.

Today, Avantika has evolved beyond a traditional farmer collective into a market-oriented rural enterprise, supported by partnerships with industry, financial institutions and market platforms. Through collaborations with organisations such as Samunnati, ITC, Cargill, Reliance Retail and NCDEX, the FPO has strengthened access to finance, inputs, organised markets and price-risk management. Its initiatives in rural tourism, Gramstays and women-led livelihoods further demonstrate its commitment to creating opportunities beyond agriculture.

Building Strategic Partnerships to Unlock Farmer Prosperity

Avantika FPC's growth has been driven by a strong ecosystem of partnerships that has evolved with the needs of its farmers. Reliance Foundation played a foundational role through water conservation, institution building, farmer training and livelihood development. Nearly 100 water structures supported irrigation across around 600 hectares and contributed to an estimated 30–40% improvement in agricultural productivity.

As production increased, Avantika partnered with ITC Ltd., Cargill, Reliance Retail and IFFCO to strengthen input access, aggregation and organised market linkages for soybean, wheat, mustard, chana, coriander, onion, garlic, maize and orange. Today, produce marketing contributes nearly 90% of the FPO's turnover.

A key partnership with Samunnati Finance Pvt. Ltd., initiated in 2017, evolved from financial support into a broader collaboration covering member mobilisation, capacity building, business planning, working capital, input access, aggregation and market linkages. Samunnati also supported Avantika in strengthening village-level collection systems and connecting soybean and wheat with institutional buyers, while eligible farmers gained access to SAFAL-linked finance. Through its partnership with NCDEX, Avantika entered modern commodity markets in 2018, beginning with 30 MT of soybean and later participating in chana, maize and price-risk management initiatives.

Creating Value Beyond the Farm

Avantika FPC has created impact not only through higher farm productivity but by strengthening farmers' access to markets, finance, knowledge and new livelihood opportunities. Water conservation initiatives supported irrigation across nearly 600 hectares and contributed to an estimated 30–40% increase in productivity. The FPO has grown from 500 to 4,600+ members across 32 villages, with an annual turnover of around ₹7.58 crore.

Through industry partnerships and collective marketing, farmers have gained better market access and reported additional gains of ₹150–200 per quintal. Exposure to NCDEX has strengthened farmers' understanding of price discovery and risk management, while rural tourism and women-led enterprises have created additional livelihood opportunities.

The larger impact is a change in mindset—from individual producers to confident, market-aware farmer entrepreneurs.

Financial Performance: Growth with a Stronger Farmer Enterprise

Avantika FPC has steadily strengthened its financial position alongside the expansion of its farmer base, aggregation activities and market linkages. From its early beginnings, the FPO has grown into a commercially active farmer enterprise with 4,582 shareholders and a reported annual turnover of ₹7.58 crore. Its revenue increased from ₹6.6 crore in FY 2021–22 to ₹7.58 crore in FY 2023–24, and remained at ₹7.58 crore in FY 2024–25. During 2023–24, the FPO recorded 813 MT of soybean transactions worth ₹3.09 crore and 1,390 MT of wheat transactions worth ₹3.35 crore. This growth has been supported by working-capital

access, organised procurement, collective aggregation and institutional market linkages. Overall, the financial performance reflects Avantika's transition from a small farmer collective into a stronger, market-oriented and commercially sustainable farmer enterprise.

Overcoming Challenges Through Collective Action

Avantika FPC's journey has involved several challenges, beginning with water scarcity, low soil productivity, rainfall dependency and limited market access. The FPC addressed these constraints through community-led water conservation, farmer training and institution building, which helped improve irrigation and productivity. As the business expanded, working-capital shortages and the need for timely farmer payments became major concerns. The partnership with Samunnati and its ₹50 lakh procurement facility helped Avantika scale aggregation and strengthen payment mechanisms. Market volatility and price uncertainty were addressed through engagement with NCDEX, giving farmers exposure to price discovery and risk-management tools.

At the same time, partnerships with industry players strengthened market access, while rural tourism, Gramstays and women-led enterprises helped diversify rural livelihoods. Through partnerships, innovation and continuous learning, Avantika has turned each challenge into an opportunity to build a stronger and more resilient farmer enterprise.

A Journey of Milestones

Avantika FPC has evolved from a small farmer collective into a strong, market-oriented farmer institution with 4,600+ members across 32 villages. Its key strengths include collective aggregation and marketing of multiple crops, strong partnerships with industry and financial institutions, access to modern commodity markets through NCDEX, and innovative initiatives beyond agriculture such as Gramstays, women-led enterprises and the Gram Vikas Kosh. The FPC has also been recognised as a Model FPO by Reliance Foundation, a Samunnati Light House FPO and a recipient of the NCDEX Krishi Ratna Award. As a NABARD-empanelled CBBO, Avantika is also extending its experience to emerging FPOs, demonstrating how a farmer-owned organisation can grow into a platform for market access, innovation and rural transformation.

At Avantika, we believe that collective efforts can create better opportunities for farmers. Our collaboration with Samunnati has helped us improve access to working capital, quality agricultural inputs and reliable markets, enabling us to strengthen our procurement and trading activities. We are committed to expanding our services, building stronger market linkages and ensuring sustainable growth and better returns for our farmer members.

NandKishor Yadav
Director
Avantika Aatm Nirbher Krashak Producer Company Limited

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Case Study 04

Strengthening Women-Led Agribusiness through Collective Growth and Sustainable Agriculture

How Bandhawgarh Krishi Vanopaj Producer Company Limited is Empowering Tribal Women Farmers through Agricultural Innovation, Market Linkages and Enterprise Development



Profile at a Glance

NAME:	BANDHAWGARH KRISHI VANOPAJ PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	UMARIA, MADHYA PRADESH
SHAREHOLDERS:	1,045
KEY PRODUCTS:	PADDY, KODO-KUTKI, WHEAT, PULSES AND MAHUA
KEY PARTNERS:	VYLOR

Building a Women-Led Farmer Enterprise

Bandhawgarh Krishi Vanopaj Producer Company Limited is a women-led farmer institution working to strengthen agricultural livelihoods in a predominantly tribal and agrarian region. With 1,045 women shareholders, the FPO provides a collective platform for farmers to access agricultural services, improve market participation and develop sustainable livelihood opportunities.

Women farmers in the region often face challenges related to fragmented landholdings, limited bargaining power, dependence on local traders and inadequate access to quality inputs and scientific agricultural knowledge. To address these gaps, the FPO has developed business activities around agricultural input supply, aggregation and collective marketing of paddy, Kodo-Kutki, wheat, pulses and Mahua, while creating opportunities for women to participate in enterprise management and economic decision-making.

Strengthening Institutional Capabilities through Collaboration

The collaboration with Vylor began in FY 2021–22, alongside the intervention to establish a women-led farmer institution, the partnership focuses on strengthening the FPO's governance, business management and agricultural capabilities while promoting women's participation in organised agricultural value chains.

The intervention combines farmer mobilisation, agricultural training and field demonstrations with institutional capacity building and business development. Women farmers receive exposure to improved crop-management practices, including Direct Seeded Rice (DSR) and varietal demonstrations, while FPO leadership and staff receive training in governance, financial literacy, record keeping and business planning. This integrated approach has helped strengthen the organisation's institutional systems and its capacity to manage agricultural services, aggregation and market-oriented business activities.

Expanding Agricultural Services and Market Opportunities

With support from the partnership, Bandhawgarh Krishi Vanopaj has strengthened its agricultural input supply and collective marketing operations, enabling women farmers to access quality seeds, fertilisers and organised procurement opportunities. In FY 2025–26, the FPO's paddy, Kodo and Kutki aggregation activities benefited 674 farmers, while its seed and fertiliser businesses served 445 and 155 farmers, respectively. The FPO reports that collective input procurement has enabled members to access agricultural inputs at approximately 10–15% lower costs, while collective marketing has supported price realisation around 15–25% higher than local mandi rates.

The FPO has also expanded its market presence through Minimum Support Price (MSP) procurement of Kodo-Kutki and the development of an outlet at IARI Pusa Haat, New Delhi. An important step towards value addition has been the introduction of TRIBO, the FPO's own brand for Mahua Ladoo prepared by women members. These initiatives are creating opportunities for product development, local employment and wider market access while helping the organisation diversify beyond conventional commodity marketing.

Strengthening Farmer Livelihoods through Knowledge and Innovation

Agricultural knowledge transfer has been an important component of the collaboration, with training and field demonstrations promoting improved crop-management practices, varietal selection and DSR. These initiatives have helped women farmers strengthen their understanding of scientific cultivation methods and make more informed decisions regarding agricultural inputs and farm management.

The FPO currently serves 1,045 women shareholders, collectively associated with approximately 10,769 hectares of agricultural land. It reports estimated improvements in net farm income of ₹2,000–4,500 per acre per season, alongside input-cost savings of approximately ₹1,500–2,500 per acre per season. These FPO-reported estimates reflect the potential benefits of improved agricultural practices, collective procurement and market access, although the contribution of individual interventions has not been separately quantified. The organisation also employs two full-time staff members, with additional livelihood opportunities emerging through Mahua processing, millet procurement and other value-addition activities.

Financial Performance and Business Growth

Bandhawgarh Krishi Vanopaj has demonstrated significant business growth, with revenue increasing from ₹20.25 lakh in FY 2023–24 to ₹54.09 lakh in FY 2024–25 and further to ₹1.14 crore in FY 2025–26, registering annual growth of approximately 167.1% and 110.4%, respectively. The FPO also improved its financial position from a loss of ₹51,370 in FY 2023–24 to a profit of ₹68,000 in FY 2024–25, followed by a profit of ₹24,740 in FY 2025–26, representing a decline of 63.6% in the latest year. This reduction partly reflects the FPO's transition towards meeting a greater share of its operational expenses independently. During FY 2025–26, paddy, Kodo and Kutki aggregation generated ₹85.8 lakh, while seed and fertiliser businesses contributed ₹10.2 lakh and ₹2.3 lakh, respectively. The expanding business operations demonstrate the FPO's growing commercial capabilities, while highlighting the importance of strengthening profitability and long-term financial sustainability.

Overcoming Challenges and Strengthening Women's Leadership

Building a women-led agricultural enterprise has required Bandhawgarh Krishi Vanopaj to address challenges related to farmer mobilisation, limited working capital, inadequate infrastructure, market-price fluctuations and competition from local traders. The FPO has responded through regular farmer engagement, governance and financial-literacy training, decentralised aggregation and stronger institutional market linkages. The collaboration has also helped women members develop confidence in collective decision-making and business management, reinforcing the importance of combining women's empowerment with commercially sustainable agricultural activities.

Building a Roadmap for Sustainable Growth

Looking ahead, Bandhawgarh Krishi Vanopaj aims to strengthen its aggregation and input businesses, expand market linkages and develop value-added products under its TRIBO brand. Plans include scaling Mahua-based products, millets and spices, strengthening retail and institutional market channels, and exploring warehousing, processing and farm machinery services. With continued support from Vylor, Samunnati Foundation and other ecosystem partners, the FPO seeks to improve access to finance, strengthen operational efficiency and progressively reduce dependence on external support, building a self-reliant women-owned agricultural enterprise.

"Through our partnership with Vylor, Bandhawgarh Krishi Vanopaj has grown into a thriving, 1,000+ member women-led enterprise. By pairing direct agricultural training and sustainable practices like DSR with collective procurement and marketing, our women members now access inputs at 10–15% lower costs and realise 15–25% higher market prices for their harvest. Scaling our turnover past ₹1 crore this year proves that when tribal women farmers are given governance tools, technical know-how, and direct market access, they transform from subsistence cultivators into self-reliant rural entrepreneurs."

Poonam Tiwari
Chairperson
Bandhawgarh Krishi Vanopaj Producer Company Limited

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Case Study 05

Empowering Women Farmers through Collective Enterprise and Agricultural Innovation

How Dandkhora Krishipragati Farmer Producer Company Limited is Strengthening Farmer Livelihoods through Industry Collaboration, Value Addition and Sustainable Agriculture



Profile at a Glance

NAME:	DANDKHORA KRISHIPRAGATI FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2023
LOCATION:	KATIHAR, BIHAR
SHAREHOLDERS:	1,575
KEY PRODUCTS:	MAKHANA, MAIZE, PADDY, WHEAT AND VEGETABLES
KEY PARTNERS:	VYLOR

Building a Women-Led Farmer Enterprise

Dandkhora Krishipragati Farmer Producer Company Limited is a women-led organisation promoted under the Government of India's 10,000 FPOs Scheme, with support from NABARD. The FPO was formed to improve the livelihoods of small and marginal farmers through collective agricultural activities, sustainable farming practices and better market access. With 1,575 women shareholders and an entirely women-led Board of Directors, the organisation is strengthening women's participation in agricultural business and collective decision-making.

In a region where makhana, maize and other agricultural commodities are important sources of livelihood, farmers face challenges related to limited access to quality inputs, inadequate processing infrastructure, dependence on intermediaries and weak bargaining power. To address these gaps, the FPO has developed a farmer-owned enterprise focused on agricultural input supply, produce aggregation, processing, market linkages and capacity building, creating opportunities for women farmers to participate more actively in agricultural value chains.

Strengthening Farmer Enterprises

A significant milestone in the FPO's journey was the initiation of its collaboration with Vylor in September 2024, with PRADAN as the implementing partner. The partnership focuses on strengthening women-led farmer institutions, improving agricultural productivity and developing sustainable business opportunities, particularly in the maize value chain. Under this arrangement, Vylor provides funding and institutional support, while PRADAN facilitates farmer mobilisation, technical training, capacity building and field-level implementation.

The collaboration has supported access to quality agricultural inputs, improved cultivation practices and stronger business management systems. It has also contributed to the FPO's institutional growth, with membership increasing from 309 women shareholders in September 2024 to 1,072 in March 2025 and 1,575 by FY 2025–26. During FY 2025–26, the FPO added 503 women shareholders, exceeding its annual target. The organisation has also strengthened its financial foundation by increasing share capital to ₹12 lakh and mobilising an equity grant of ₹15 lakh and a credit limit of ₹9.95 lakh, supporting its institutional development and future business expansion.

Expanding Agricultural Services through Innovation and Value Addition

With support from the partnership, Dandkhora Krishipragati has developed a diversified agricultural service model combining input supply, mechanisation, sustainable farming and value addition. The FPO operates a seed and fertiliser shop and facilitates collective marketing of maize and makhana. A major development has been the establishment of makhana processing infrastructure, including popping, flavouring and hollering units, enabling the conversion of raw makhana seeds (Gudiya) into popped makhana (Lawa). The FPO has also established a marketing outlet at IARI, New Delhi, to promote its makhana products. Additional initiatives include a Bio Resource Centre, soil-testing facilities, Custom Hiring Centre, polyhouse nursery, integrated makhana–fish farming model, and livestock services through a goat breeder farm and Pashu Suvidha Kendra.

Farmer capacity building has been another important focus, with 26 training programmes reaching 847 participants and 20 demonstration sessions involving 340 farmers. Across approximately 640 hectares, the FPO reports improvements of around 20% in agricultural productivity and farmer income, alongside an estimated 15% reduction in cultivation costs through technical training and improved agricultural services. These are FPO-reported estimates. The organisation has also generated five full-time employment opportunities, with additional livelihood opportunities associated with makhana processing, strengthening women's participation in agricultural enterprise activities.

Financial Performance and Business Growth

Dandkhora Krishipragati's financial performance reflects significant initial growth followed by a moderation in business activity. Revenue increased from ₹28.02 lakh in FY 2023–24 to ₹2.38 crore in FY 2024–25, registering growth of approximately 749.3%, before declining to ₹1.54 crore in FY 2025–26, a reduction of 35.2%. Similarly, profit increased from ₹1.42 lakh to ₹3.85 lakh, reflecting growth of 170.2%, before declining to ₹1.53 lakh (unaudited) in FY 2025–26, a decrease of 60.3%. Despite the recent decline, the FPO's business remains substantially larger than in its initial operating year, highlighting its growth potential alongside the need to strengthen operational efficiency and financial sustainability.

Overcoming Challenges and Strengthening Women's Leadership

Establishing a women-led agricultural enterprise has required Dandkhora Krishipragati to overcome challenges related to farmer confidence, limited access to finance and markets, high input costs and traditional perceptions of women's participation in business. Through regular farmer meetings, transparent decision-making, capacity building and continued support from PRADAN and other partners, the FPO has strengthened member participation and institutional capabilities. With all five Board Directors being women, the organisation is fostering greater confidence, leadership and entrepreneurship among women farmers.

Building a Roadmap for Sustainable Growth

Looking ahead, Dandkhora Krishipragati aims to expand its shareholder base, strengthen maize aggregation and marketing, and scale makhana processing, flavouring, packaging and branding. The FPO also plans to develop stronger institutional and retail market linkages while expanding its integrated makhana–fish farming model, polyhouse nursery and Bio Resource Centre. Continued support from Vylor, PRADAN, government agencies and financial institutions will be important for improving infrastructure, accessing working capital and strengthening business operations. By combining women's collective leadership with agricultural innovation and value addition, the FPO is working towards becoming a self-reliant farmer-owned enterprise that creates sustainable livelihood opportunities.

When farmers come together through an FPO, they gain stronger bargaining power, better market opportunities, and greater confidence in making business decisions.

Urmila Devi
Board Director
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Case Study 06

From Collective Strength to Regenerative Growth

How Dharasurmardini Mahila FPC is Strengthening Women-Led Agribusiness through Strategic Partnerships and Sustainable Agriculture



Profile at a Glance

NAME:	DHARASURMARDINI MAHILA FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	DHARASHIV, MAHARASHTRA
SHAREHOLDERS:	746
KEY PRODUCTS:	SOYBEAN, PIGEON PEA AND GRAM
KEY PARTNERS:	TECHNOSERVE AND ADM

Building a Women-Led Farmer Enterprise

Dharasurmardini Mahila Farmer Producer Company Limited under the Maharashtra State Rural Livelihoods Mission (MSRLM) was formed to strengthen women's participation in agricultural markets and create sustainable livelihood opportunities. Supported under the SMART project, the FPO focuses on doorstep procurement of soybean, pigeon pea and gram for supply to millers and processors.

In its early stages, the organisation faced challenges in managing procurement operations, understanding market requirements and maintaining governance and compliance systems. Limited exposure to commercial agricultural activities also made it difficult for members to participate confidently in business decisions. To address these gaps, the FPO began working with TechnoServe in May 2025, creating a foundation for stronger institutional management and business development.

Building Strategic Partnerships for Farmer Prosperity

The collaboration with TechnoServe, initiated through discussions with MSRLM, focused on strengthening the FPO's governance, business planning and market readiness. Board members received practical guidance on statutory compliance, record keeping, financial management and procurement quality standards, supported by exposure visits to nearby mills.

A Lead Farmer Model was introduced to improve farmer mobilisation and procurement, while a three-year business plan for FY 2026–29 provided a roadmap for future expansion. The introduction of the TraceX application, with 50 members registered, also supported digital tracking and farmer engagement. In 2026, the collaboration expanded when ADM Cares partnered with TechnoServe to implement a regenerative agriculture programme focused on sustainable soybean cultivation. With TechnoServe as the implementation partner, the initiative brought together ADM's focus on sustainable agricultural value chains and TechnoServe's experience in community engagement and farmer capacity building.

The partnership connects institutional development with farm-level sustainability, helping the FPO strengthen its business operations while supporting farmers in adopting improved agricultural practices.

Promoting Regenerative Agriculture and Soil Health

The ADM Cares-supported programme has introduced practical training on regenerative agriculture, with particular emphasis on improving soil health and reducing unnecessary dependence on chemical inputs. Through 35 demonstration plots established under the Farmer Field School approach, farmers are learning techniques such as preparing Jeevamrut and Dashparni Ark, vermicomposting, seed treatment, germination testing and pest management using sticky traps. Training also covers the use of biological fertilisers and improved nutrient-management practices.

Soil testing has been introduced to help farmers understand the condition of their land and make informed decisions on input application. In Dharashiv, where average soil organic carbon has been reported at approximately 0.34%, these interventions are particularly relevant for improving long-term soil health.

The programme has registered more than 1,000 farmers, with 723 completing the first two training modules through 38 sessions. Soil health assessments have been conducted for 196 farmers, supported by guidance on interpreting Soil Health Cards. The demonstration-based approach has encouraged farmers to observe results under local conditions before adopting new practices, gradually building confidence in regenerative agriculture.

Creating Value through Stronger Business Operations

The partnership has contributed to improvements in the FPO's commercial activities and farmer participation. Through the Lead Farmer Model, 100 farmers participated in procurement during FY 2025–26, while regular engagement extended the FPO's outreach to nearly 800 farmers. Participating farmers received prices better than prevailing market rates, creating greater confidence in collective marketing.

The FPO's financial performance also reflects progress in its business operations. Revenue increased from approximately ₹1.70 lakh in FY 2023–24 to ₹18 lakh in FY 2025–26, representing an increase of approximately 958.8% between the two years. No operating revenue was reported in FY 2024–25. The organisation also moved from a loss of ₹39,246 in FY 2023–24 to a surplus of approximately ₹26,900 in FY 2025–26. The reported surplus of ₹12.71 lakh in FY 2024–25 was

attributable to government grant income rather than operating activities. During FY 2025–26, the FPO achieved a procurement value of ₹17.57 lakh, against its annual business target of ₹50 lakh.

Another important development has been the sanctioning of a ₹43.46 lakh grant for a pulse processing unit under the SMART project. The first instalment of ₹17.38 lakh has been received and utilised towards construction and machinery procurement processes. Once operational, the facility is expected to help the FPO expand into processing and value addition.

Overcoming Challenges through Practical Learning

Building the confidence of women members in managing a commercial farmer enterprise was an important challenge. TechnoServe addressed this through regular field engagement, hands-on training, joint decision-making and practical exposure to market operations.

At the farm level, introducing regenerative practices required a different approach. Farmers were initially hesitant to adopt unfamiliar methods, particularly where benefits were not immediately visible. Continuous demonstrations and field follow-ups helped translate technical guidance into practical learning.

Building a Sustainable Growth Path

Dharasurmardini Mahila FPO is now working towards expanding its procurement operations, developing processing capabilities and strengthening organised market connections. The proposed linkage with ADM presents an opportunity to explore direct soybean procurement, subject to commercial feasibility and quality requirements.

Further support in sorting and grading machinery, quality seed production and utilisation of soybean by-products for cattle feed could help the FPO diversify its business activities and improve value realisation.

> ***My association with the TechnoServe team has been a valuable learning experience. Their continuous guidance and support helped us strengthen record keeping and procurement practices. During procurement, they provided hands-on training on quality parameters for Soybean, Toor, and Gram, while during sales, they guided us on buyer quality requirements and delivery protocols. Their consistent support at every stage has helped me gain practical knowledge and confidence in managing FPC operations.***

Padmini Dashrath Pawar
Chairperson
Dharasurmardini Mahila Farmer Producer Company Limited

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Case Study 07

From Collective Action to a Technology-Enabled Agri-Enterprise

How Doma Kalpi FPC is Strengthening Farmer Services, Market Access and Business Growth through its Partnership



Profile at a Glance

NAME:	DOMA KALPI FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	GONDA, UTTAR PRADESH
SHAREHOLDERS:	750
KEY PRODUCTS:	WHEAT, PADDY, MAIZE AND SUGARCANE
KEY PARTNER:	ITC LIMITED

From Farmer Collective to Market-Oriented Enterprise

Doma Kalpi Farmer Producer Company Limited was established in April 2022 in Gonda, Uttar Pradesh, with the aim of helping farmers improve access to quality inputs, modern agricultural technologies, scientific practices and remunerative markets. With 750 shareholder farmers across 18 villages, the FPO has focused on strengthening the agricultural value chain from input access to output marketing.

The partnership with ITC Limited's Agri Business Division (ITC ABD) began in 2022, initially around farmer engagement, aggregation and organised market access. Over time, the collaboration expanded to include technology, advisory, soil testing, weather-based support and mechanisation, enabling the FPO to build a more integrated farmer-service model.

Building a Strategic Partnership with ITC

Doma Kalpi FPC acts as the local institution connecting farmers with services and markets. It mobilises members, coordinates field-level activities, facilitates aggregation and supports the implementation of farmer-oriented interventions.

ITC complements this role through market linkage and procurement opportunities, technology-enabled solutions and technical support. Together, the partners have created a model that connects farmers not only to organised markets but also to services that can improve decision-making at the farm level.

The FPC has strengthened its procurement operations through direct aggregation from farmers, supported by transparent pricing and digital weighment. At the same time, it has developed an input business providing certified seeds, fertilisers and crop-protection products closer to farmers.

Combining Technology with On-Ground Farmer Support

One of the defining features of the collaboration is the integration of digital tools with FPC-led field engagement.

Through ITCMAARS, farmers receive access to weather-based advisories, market intelligence, crop-management recommendations and agricultural best practices. The deployment of FILO weather monitoring devices has added localised weather information to support farm-level planning and risk management.

The FPC has also established in-house soil-testing capabilities, enabling farmers to understand soil nutrient requirements and make more informed decisions on input application. Access to farm machinery such as zero-tillage machines, sprayers and threshers has further supported the adoption of improved farming practices.

These interventions are complemented by training programmes, demonstrations and exposure activities, allowing technology and technical information to be translated into practical farm-level action.

Creating Value Through Stronger Market Linkages

The collaboration has helped Doma Kalpi FPC expand both its business operations and its role in the local agricultural value chain. The FPO's turnover increased from ₹73 lakh in FY 2022–23 to ₹4.50 crore in FY 2023–24, an increase of approximately 516.4%. It further grew to ₹7.20 crore in FY 2024–25, representing a 60.0% increase over the previous year and an overall increase of approximately 886.3% from FY 2022–23. The FPO's reported surplus increased from ₹54,383 in FY 2023–24 to ₹1.08 lakh in FY 2024–25, representing an increase of approximately 98.6%.

Procurement volumes also expanded from approximately 1,150 MT in 2023 to 3,600 MT in 2025, an increase of around 213.0%. This growth has strengthened the FPO's ability to aggregate member produce and connect farmers with organised markets. Alongside aggregation and procurement, Doma Kalpi has developed its input business, with turnover crossing ₹90 lakh in FY 2025–26. This has created an additional business stream for the FPC while improving village-level access to quality agricultural inputs.

Strengthening Farmer Participation

The impact of the partnership extends beyond business growth. By bringing procurement, inputs, technology and advisory services closer to farmers, the FPC has created a more structured platform for member engagement. Farmers can access quality inputs through the FPC, receive information through digital and weather-based services, benefit from soil testing and mechanisation, and participate in organised aggregation and procurement. The FPC's 238 women members, representing nearly 31.5% of its membership, are also part of this expanding farmer-service ecosystem.

The recognition received through the CII Market Linkage Award for FY 2025–26 reflects the FPC's work in strengthening organised market access for its members.

Overcoming Challenges Through Local Engagement

Building collective participation required farmers to gradually shift from individual transactions towards organised procurement and FPO-led services. Similarly, adoption of digital advisory tools required regular interaction and handholding.

The partnership addressed these challenges by combining ITC's technology and market ecosystem with Doma Kalpi's local farmer network. The FPC's field-level engagement helped communicate new services, mobilise farmer participation and coordinate implementation.

An ongoing challenge is ensuring that information generated through soil testing and weather monitoring translates into consistent changes in farm practices. Continued farmer engagement remains important in converting technology-enabled information into practical agricultural decisions.

A Partnership Built Around Long-Term Value

The Doma Kalpi–ITC partnership has evolved from a market-linkage relationship into a broader collaboration covering procurement, inputs, technology, advisory and farm-level services. For Doma Kalpi FPC, the partnership has supported the development of a more commercially oriented institution capable of serving farmers across multiple points of the value chain. For ITC, the FPC provides an organised farmer network that facilitates mobilisation, aggregation and more efficient field-level engagement.

The next phase of the partnership will focus on increasing the share of member produce routed through organised procurement, expanding soil-testing and weather-based services, strengthening ITC sourcing linkages and exploring value-addition opportunities for commodities already handled by the FPC.

To support this growth, timely working-capital assistance and infrastructure for grading, cleaning, drying and storage will be important for managing larger procurement volumes and improving the FPO's ability to capture greater value from agricultural produce.

The success of Doma Kalpi FPC demonstrates that when farmers come together with the right technology, market access, and institutional support, remarkable transformation is possible. From a small farmer collective to a rapidly growing business enterprise, our journey reflects the power of trust and innovation. We remain committed to creating greater value for our farmers.

Vineet Shulka
Chairman
Doma Kalpi Farmer Producer Company Limited

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Case Study 08

From Collective Strength to Market Opportunity

How Hamara Prayash Kisan FPC is Strengthening Farmer Incomes through Organised Procurement and Industry Partnership



Profile at a Glance

NAME:	HAMARA PRAYASH KISAN PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	KOTA, RAJASTHAN
SHAREHOLDERS:	324
KEY PRODUCTS:	WHEAT, SOYBEAN, PADDY, OILSEEDS AND CEREALS
KEY PARTNER:	ITC LIMITED

From Farmer Collective to Market Access

Hamara Prayash Kisan Producer Company Limited was formed with the vision of creating a profitable and self-reliant farming community. The FPO brings together 324 farmers and works to strengthen access to agricultural inputs, technical advisory, aggregation, procurement and organised markets.

For farmers in the region, dependence on local traders, fluctuating prices and limited access to organised procurement created a need for stronger market connections. The partnership with ITC Limited's Agri Business Division (ITC ABD), initiated in 2022, provided an opportunity to connect the FPO's farmer network with a structured procurement and market ecosystem. What began as a procurement and aggregation relationship has gradually expanded into a broader engagement covering farmer advisory, quality improvement and market linkage support.

Building a Strategic Partnership with ITC

Hamara Prayash FPO plays a central role in mobilising farmers, aggregating their produce and coordinating procurement at the local level. ITC supports the FPO through procurement opportunities, quality specifications, market access and technical guidance.

The model creates a direct connection between an organised farmer institution and an agribusiness company. Produce is aggregated through the FPO and supplied through an organised procurement system, while farmers gain greater exposure to quality requirements and market-oriented practices.

The partnership has therefore strengthened both sides of the value chain: the FPO has developed stronger aggregation and business capabilities, while ITC has gained access to a coordinated farmer network and a more efficient local sourcing channel.

Strengthening Farm-Level Practices

Beyond procurement, the collaboration has introduced greater emphasis on crop quality and improved farm management. Technical advisory and farmer-awareness programmes have helped members understand quality standards, crop-management practices and post-harvest requirements.

The FPO coordinates these interventions with farmers, helping translate technical guidance into field-level action. This combination of industry support and local implementation has enabled the partnership to extend beyond a conventional procurement arrangement and build a broader farmer-service ecosystem. Across the partnership's operational area, 12,940 acres have been covered, benefiting 324 member farmers, including 61 women farmers.

Creating Value Through Organised Procurement

The partnership has contributed to a significant expansion in the FPO's procurement operations. Production aggregated increased from 5,831 MT in FY 2023–24 to 6,690 MT in FY 2024–25, representing a 14.7% increase. The FPO aggregated 3,948 MT in FY 2025–26, while 2,581 MT has already been aggregated till date in FY 2026–27. For farmers, organised procurement has provided a more structured route to market, greater awareness of quality-based transactions and improved access to market information. The FPO reports an approximately 10% increase in farmer income associated with the collaboration, along with improved crop-management practices and quality awareness.

The scale of the FPO's business has grown substantially during the partnership period. Revenue increased from ₹2.43 crore in FY 2023–24 to ₹15.55 crore in FY 2024–25, an increase of approximately 539.1%. Revenue further increased to ₹17.25 crore in FY 2025–26, representing a 10.9% increase over FY 2024–25 and an overall increase of approximately 608.9% from FY 2023–24.

The FPO reported a surplus of ₹524 in FY 2023–24, which increased to ₹28,862 in FY 2024–25, representing an increase of approximately 5,408% from a very low base. In FY 2025–26, the reported surplus was ₹12,807, a 55.6% decrease compared with FY 2024–25. While surplus has fluctuated, the FPO has continued to expand its overall business turnover.

Overcoming Challenges Through Continuous Engagement

Building farmer confidence in collective marketing was one of the early challenges for the FPO. Farmers also needed to adapt to quality-based procurement practices, while the organisation had to strengthen its systems for aggregation and logistics.

Regular farmer awareness and training programmes, supported by continuous coordination between the FPO and ITC teams, helped address these challenges. Operational planning and quality-management systems were strengthened as procurement volumes increased.

Working-capital requirements during peak procurement seasons remain an important consideration for future expansion. Greater access to finance and appropriate infrastructure can help the FPO handle larger volumes more efficiently.

Building a Sustainable Growth Path

The journey of Hamara Prayash Kisan FPO reflects the gradual development of a farmer institution into an organised procurement and market-linkage partner.

The partnership with ITC has helped connect collective farmer strength with structured procurement, quality requirements and market access. At the same time, the FPO's local presence has enabled ITC to engage with an organised network of farmers and improve sourcing efficiency.

Looking ahead, Hamara Prayash FPO plans to expand its reach to additional villages and farmers, include more commodities and develop storage and processing infrastructure. The FPO also sees opportunities to promote climate-smart agriculture and introduce stronger traceability and digital procurement systems. Timely working-capital support, warehouse and processing infrastructure, farmer capacity-building and financial assistance for technology adoption can further strengthen the FPO's ability to scale its operations.

The experience demonstrates how collaboration between an FPO and an established agri-industry player can create a structured link between farm-level production, organised procurement and market access, while strengthening the commercial capabilities of the farmer institution.

> ***Our partnership with ITC Limited has provided reliable market access, better price realization, and improved agricultural practices for our farmers. The collaboration has strengthened our organization and significantly contributed to improving farmer livelihoods.***

Yogesh
Board of Director
Hamara Prayash Kisan Producer Company Limited

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Case Study 09

From Farmer Services to a Growing Agri-Enterprise

How Haveri Siri FPC is Leveraging Digital Partnerships, Mechanisation and Market Access to Strengthen Farmer Livelihoods



Profile at a Glance

NAME OF FPO:	HAVERI SIRI FARMERS PRODUCERS COMPANY LIMITED
REGISTRATION:	2019
LOCATION:	HAVERI, KARNATAKA
SHAREHOLDERS:	1,000
KEY PRODUCTS:	MAIZE, COTTON, SOYBEAN, VEGETABLES AND GROUNDNUT
KEY PARTNER:	BAYER

From an Idea to a Farmer Enterprise

Haveri Siri Farmers Producers Company Limited was formed to strengthen farmers' access to essential agricultural services and create better opportunities for collective business development. With approximately 1,000 farmer members, the organisation has gradually developed a diversified service model addressing several challenges faced by farmers, from accessing agricultural inputs to managing harvesting operations and marketing their produce.

The FPO operates in an agricultural region where maize, cotton, soybean, groundnut and vegetables are important crops. Farmers cultivating these commodities often face challenges related to input availability, agricultural labour, machinery access and fluctuations in market prices. Recognising these constraints, Haveri Siri has focused on developing practical services that can reduce farmers' dependence on fragmented supply channels and strengthen their participation in agricultural markets.

Its activities include the supply of pesticides and fertilisers, access to agricultural machinery, storage facilities and market-linkage support. By bringing these services together within a farmer-owned institution, the FPO seeks to improve operational efficiency and create a stronger foundation for commercially sustainable agricultural activities.

Building a Digital Partnership

An important aspect of Haveri Siri's development has been its association with Bayer through the FarmRise One initiative, which has supported the FPO's efforts to strengthen agricultural input services and develop a more organised approach to serving farmers.

The collaboration brings together the FPO's understanding of local agricultural requirements and Bayer's industry experience in agricultural solutions. Through FarmRise One, the relationship supports the FPO's efforts to improve access to agricultural products and strengthen its capabilities as a farmer-facing agricultural enterprise.

For Haveri Siri, dependable input availability is particularly important because farmers require products at specific stages of the cultivation cycle. Delays in accessing essential inputs can disrupt farm operations and affect crop management. The FPO's engagement with FarmRise One is therefore aligned with its objective of developing a more reliable and responsive agricultural input business.

The partnership also complements Haveri Siri's broader business activities, which extend beyond input distribution to mechanisation, storage and commodity marketing. This integrated approach enables the FPO to address different farmer requirements through a common institutional platform.

By strengthening connections between the agricultural industry and farmer-owned enterprises, the collaboration contributes to the development of a more organised local agricultural service network.

Creating Value Through Services and Business Growth

Haveri Siri has developed a diversified agricultural service model that combines input supply, farm mechanisation, storage facilities and market linkages to address the evolving needs of its farmer members. By expanding beyond conventional input distribution, the FPO has sought to improve farmers' access to essential agricultural services while creating additional business opportunities.

Agricultural mechanisation has emerged as an important area of focus. The FPO facilitates access to farm machinery through rental services, helping farmers undertake agricultural operations without making substantial individual investments. A notable development was the introduction of a sugarcane harvester in 2024, aimed at addressing labour shortages and improving harvesting efficiency. The organisation has also developed cold-storage facilities to strengthen its agricultural infrastructure and support produce handling.

The FPO's expanding activities are reflected in its financial performance. Turnover increased from ₹2 crore in 2024 to ₹2.50 crore in 2025, registering growth of 25%. For 2026, the organisation has projected turnover of ₹4–5 crore, representing potential growth of 60%–100% over 2025, if achieved. These projections indicate the FPO's ambition to expand its commercial operations, strengthen service delivery and increase business volumes.

Through its integrated approach to agricultural services and continued engagement with industry partners, including Bayer's FarmRise One initiative, Haveri Siri is working towards building a stronger and more sustainable farmer-owned enterprise.

Overcoming Challenges Through Adaptation

Like many farmer-owned enterprises, Haveri Siri has encountered challenges while expanding its business operations. Fluctuations in agricultural commodity prices have affected trading decisions, while delays in stock availability have created difficulties in meeting farmers' input requirements. The organisation has also faced shortages of fertilisers and soybean seeds during periods of demand.

In addition, regulatory and compliance requirements associated with operating a producer company have placed administrative responsibilities on the FPO. Labour availability has been another important constraint, particularly for output-side business operations.

These experiences have reinforced the need for stronger supply-chain planning, timely procurement of agricultural inputs and improved coordination with industry partners. The FPO continues to focus on strengthening its operational systems and maintaining farmer confidence by responding to these challenges. Its industry relationships, including the engagement with FarmRise One, provide opportunities for improving business planning and agricultural service delivery.

A Journey of Farmer-Centric Growth

Haveri Siri is working towards expanding its agricultural service portfolio while strengthening the commercial viability of its existing operations. Improving the availability of quality agricultural inputs remains a priority, particularly during critical cultivation periods. The organisation also seeks to make greater use of its mechanisation and storage infrastructure to support farmers more effectively.

Restarting its output business represents an important opportunity for future growth. By rebuilding commodity procurement and market-linkage operations, the FPO aims to strengthen connections with institutional buyers and create additional marketing opportunities for its members.

The organisation's experience demonstrates the value of combining agricultural input services, mechanisation and market access within a farmer-owned enterprise. Its collaboration with Bayer through FarmRise One forms part of this broader effort to strengthen agricultural service delivery and support the development of commercially capable FPOs.

As Haveri Siri moves into its next phase, continued industry engagement, improved operational planning and stronger market relationships will be important for translating its growing institutional capabilities into lasting benefits for farmers.

> ***Our FPO was established to comprehensively empower farmers through input, output and machinery solutions. We continuously evolve through challenges and leverage modern digital platforms like FarmRise One to drive sustainable agricultural growth.***

Sandeep Chalakonda
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Haveri Siri Farmers Producers Company Limited

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Case Study 10

From Collective Marketing to a Digital Farmer Enterprise

How Janta Sevakarya FPC and ITC are Strengthening Market Access, Agricultural Services and Business Opportunities for Farmers



Profile at a Glance

NAME:	JANTA SEVAKARYA FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	ROHTAS, BIHAR
SHAREHOLDERS:	766
KEY PRODUCTS:	WHEAT AND PADDY
KEY PARTNER:	ITC LIMITED

Building a Farmer-Owned Enterprise

Janta Sevakarya Farmer Producer Company Limited was formed to strengthen the economic position of farmers through collective marketing, improved access to agricultural inputs and organised market opportunities.

The FPO primarily works with wheat and paddy growers, helping them overcome challenges associated with fragmented marketing, limited bargaining power and dependence on traditional procurement channels. Its activities include produce aggregation, supply of quality seeds, fertilisers and crop protection products, and advisory support to encourage improved agricultural practices.

As the organisation developed, establishing dependable relationships with institutional buyers and strengthening its service delivery became important priorities. This led to a collaboration with ITC Limited's Agri-Business Division in 2022, creating opportunities to connect farmers with a wider agricultural value chain.

Building a Digital Partnership

The collaboration was established to address two important requirements: reliable market linkages for agricultural produce and improved access to quality inputs and technical guidance.

A central component of the partnership is ITCMAARS, ITC's digital agricultural platform, which connects the FPO with agricultural services, market opportunities and relevant industry partners. Through this platform, Janta Sevakarya has been able to organise its input and procurement activities while strengthening communication with farmers.

The partnership follows a complementary division of responsibilities. The FPO mobilises farmers, assesses their requirements, coordinates input demand and aggregates produce, while ITC facilitates access to organised procurement channels, agricultural solutions and technical expertise.

Digital systems for ordering, invoicing, transaction tracking and business planning have helped the FPO strengthen its operational processes. The collaboration has also supported improved understanding of market demand, pricing, commodity quality requirements and supply chain management.

By combining ITC's agricultural expertise and procurement network with the FPO's local farmer relationships, the partnership has created a more structured approach to delivering services and connecting agricultural production with markets.

Strengthening Farmer Services and Market Access

One of the most significant outcomes of the collaboration has been the expansion of Janta Sevakarya's farmer outreach and organised procurement activities. More than 1,800 farmers have been registered on ITCMAARS, extending the reach of digital agricultural services beyond the FPO's shareholder base. Approximately 450 farmers have directly benefited from improved access to agricultural inputs, technical guidance and organised market linkages.

The partnership has also strengthened the FPO's role in commodity aggregation. During the previous business year, ITC procured approximately 1,500 metric tonnes of agricultural produce through the arrangement. The FPO has reported marketing more than 2,000 metric tonnes of wheat and paddy through its broader business activities, reflecting its growing capacity to coordinate produce supply.

Beyond procurement, farmers have gained access to advisory services covering crop management, input selection and improved agricultural practices. The digital platform has supported more informed decision-making, while field-level engagement has encouraged the adoption of climate-smart approaches.

For ITC, the collaboration has created a dependable local channel for farmer engagement, agricultural input distribution and procurement. The FPO's understanding of local cropping patterns and farmer requirements has also supported more effective planning and service delivery.

Business Growth and Financial Performance

Janta Sevakarya's expanding business activities are reflected in its financial performance, although revenue has fluctuated across the reporting period. The FPO recorded revenue of ₹6.68 crore in FY 2023–24, which declined to ₹3.86 crore in FY 2024–25, a decrease of approximately 42.1%. In FY 2025–26, revenue recovered to ₹4.00 crore, representing year-on-year growth of approximately 3.6%. The organisation reported a surplus of ₹82,581 in FY 2023–24, which declined to ₹48,678 in FY 2024–25, representing a decrease of approximately 41.1%. However, the surplus recovered to ₹77,528 in FY 2025–26, registering a growth of approximately 59.3% over the previous year.

While the financial performance indicates the need for greater business stability, the recovery in revenue during FY 2025–26 reflects the FPO's continued commercial activity and efforts to strengthen organised

marketing channels. The partnership has also helped the organisation develop its input business and improve its understanding of procurement planning, quality assurance and transaction management, providing a foundation for more efficient operations.

Overcoming Challenges through Farmer Engagement

Building farmer confidence in organised procurement and digital agricultural services was an important challenge during the initial stages of the collaboration. Many farmers were accustomed to individual marketing arrangements and required time to understand the benefits of collective transactions and technology-enabled services.

The FPO and ITC addressed these challenges through regular field visits, awareness activities, technical guidance and improvements in service delivery. Continued engagement helped farmers become more familiar with digital tools and encouraged greater participation in the FPO's business activities.

The experience demonstrated that technology adoption alone is not sufficient to strengthen a farmer enterprise. Its effectiveness depends on trusted local institutions, practical farmer support and reliable commercial opportunities.

Towards a More Diversified Farmer Enterprise

Having established a foundation in agricultural inputs and commodity marketing, Janta Sevakarya FPO is looking to expand its business operations and strengthen its role as a comprehensive farmer-service institution.

Future priorities include increasing wheat and paddy procurement volumes, extending digital advisory and market intelligence services, and exploring additional opportunities in mechanisation, soil health management and rural entrepreneurship. The FPO has received support under the Government of India's Formation and Promotion of 10,000 FPOs Scheme, including management and equity grants. Further access to affordable working capital, post-harvest infrastructure, storage facilities and value-addition opportunities could help the organisation strengthen its commercial sustainability.

Janta Sevakarya's experience demonstrates how a partnership between a farmer-owned enterprise and an established agri-industry organisation can combine digital technology, collective marketing and farmer-centric services to create stronger agricultural value chains. The collaboration offers a model for FPOs seeking to move beyond traditional aggregation towards more professionally managed and commercially resilient rural enterprises.

> ***When Janta Sevakarya FPC was formed, our objective was not only to market crops collectively but also to create opportunities within the village itself. Today, through custom hiring services, soil health initiatives, entrepreneurship promotion, and organized market access, we are helping farmers reduce costs, improve productivity, and generate new sources of income beyond cultivation.***

Ajit Kumar
Board of Director
Janta Sevakarya Farmer Producer Company Limited

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Case Study 11

From Farm Procurement to Value-Added Agribusiness

How Krushiratna Producer Company Limited is Strengthening Farmer Market Access through Timely Finance, Organised Procurement and Agricultural Processing



Profile at a Glance

NAME:	KRUSHIRATNA PRODUCER COMPANY LIMITED
REGISTRATION:	2017
LOCATION:	DHULE, MAHARASHTRA
SHAREHOLDERS:	425
KEY PRODUCTS:	BANANA, MAIZE AND GREEN CHILLI
KEY PARTNER:	SAMUNNATI FINANCE PRIVATE LIMITED

Building a Farmer-Owned Agribusiness

Krushiratna Producer Company Limited has developed into a farmer-owned enterprise focused on agricultural procurement, trading and value addition. Working with 425 members, the organisation aims to strengthen farmers' access to markets while improving the efficiency of agricultural supply chains.

The FPO primarily handles banana, maize and green chilli, procuring produce from both member and non-member farmers. Its business model involves collecting produce at the local level, undertaking drying and grading where required, and supplying agricultural commodities to institutional and local buyers.

Over time, Krushiratna has sought to move beyond conventional commodity trading by strengthening post-harvest operations and exploring processing opportunities. However, expanding procurement during peak agricultural seasons required substantial working capital, particularly to ensure timely payments to farmers.

Strengthening Procurement through a Financial Partnership

In 2023, Krushiratna established a partnership with Samunnati Finance Private Limited to address difficulties in accessing timely working capital through conventional financial institutions. Collateral requirements had constrained the FPO's ability to secure financing for seasonal procurement. Samunnati provided a ₹1 crore Cash Credit facility, enabling the organisation to strengthen its liquidity position and manage procurement requirements more effectively.

The arrangement supports a farmer-centred procurement model in which Krushiratna purchases produce, undertakes necessary post-harvest handling and connects aggregated commodities with buyers. A distinguishing feature of the FPO's operations is its commodity-specific payment mechanism. For maize, farmers receive approximately 20% of the payment as an advance around 20 days before procurement, with the remaining 80% paid on the day of procurement. Banana farmers receive 100% spot payment when their produce is purchased.

These arrangements provide greater payment certainty and help farmers manage their immediate financial requirements during the harvesting and marketing period. For Samunnati, the relationship provides an opportunity to support an established farmer-owned enterprise with an expanding agricultural business and growing capabilities across procurement and value addition.

Creating Value through Processing and Market Linkages

Krushiratna's approach combines collective aggregation with post-harvest handling to improve the market readiness of agricultural produce. By undertaking drying and grading activities, the FPO works to meet buyer requirements and facilitate more organised transactions. Its relationships with institutional and local buyers provide farmers with an alternative to fragmented marketing arrangements.

An important milestone in the organisation's development has been the establishment of a seed-processing plant with a capacity of four tonnes per hour. This investment reflects Krushiratna's efforts to build processing capabilities and capture greater value within the agricultural supply chain. The FPO is also preparing to enter primary maize seed production, which could create opportunities to diversify its operations beyond the procurement and sale of agricultural commodities.

Financial Growth and Business Performance

Krushiratna's financial performance demonstrates substantial growth in its agricultural business over the last three financial years. Revenue increased from ₹3.09 crore in FY 2023–24 to ₹5.13 crore in FY 2024–25, representing growth of approximately 66.1%. In FY 2025–26, revenue rose further to ₹8.98 crore, registering year-on-year growth of approximately 75.1%.

Overall, the FPO's revenue increased by approximately 191% between FY 2023–24 and FY 2025–26, reflecting a significant expansion in its business scale. The organisation also recorded an improvement in profitability. Its reported surplus increased from ₹57,000 in FY 2023–24 to ₹1.07 lakh in FY 2024–25, an increase of approximately 88.5%. In FY 2025–26, the surplus reached ₹1.21 lakh, representing further growth of approximately 12.5%.

Across the three-year period, the FPO's surplus increased by approximately 112%. Although absolute profitability remains modest relative to turnover, the sustained increase in revenue and surplus indicates progress in strengthening the organisation's commercial operations.

Overcoming Challenges through Timely Financial Support

One of Krushiratna's principal challenges was securing sufficient funds to procure agricultural produce when it became available in the market. Delays in accessing finance could limit the organisation's purchasing capacity and affect its ability to offer farmers dependable payment arrangements. The Cash Credit facility helped address this constraint by providing access to funds for seasonal business operations.

Beyond financing, the FPO has continued to develop its understanding of market requirements, commodity handling and processing opportunities. Its experience highlights how access to working capital can strengthen an FPO's ability to participate in agricultural markets, particularly when procurement must be undertaken within a limited seasonal window.

Expanding Opportunities through Value Addition

Krushiratna is looking to strengthen its position in the agricultural value chain by expanding processing activities and developing new market opportunities. Its planned entry into primary maize seed production represents a potential next stage of business diversification. Alongside this, the FPO aims to increase procurement volumes, deepen relationships with institutional buyers and make greater use of its existing processing infrastructure. Continued access to affordable working capital, technology and market-development support will be important for managing larger business volumes and expanding value-added activities.

Samunnati's working-capital support has helped us strengthen our procurement and trading operations and serve our farmers better. With our seed-processing capabilities and plans for primary maize seed production, we look forward to creating greater value for our farmer members.

Dhanraj Rajput
Chief Executive Officer
Krushiratna Producer Company Limited

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Case Study 12

From Women's Collective to a Market-Ready Enterprise

How Ma Vindhyawasini Prerna FPC is Creating New Market Opportunities for Women Farmers



Profile at a Glance

NAME:	MA VINDHYAWASINI PRERNA PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	PRAYAGRAJ, UTTAR PRADESH
SHAREHOLDERS:	878
KEY PRODUCTS:	PADDY AND WHEAT
KEY PARTNER:	DEHAAT

From Women Farmers to a Stronger Market Presence

The journey of Ma Vindhyawasini Prerna Producer Company Limited reflects the growing role of women farmers in building commercially active farmer institutions. Based in Koraon block of Prayagraj, Uttar Pradesh, the FPO brings together 878 women farmers, creating a collective platform through which members can access agricultural inputs, services and markets.
While the FPO had established a strong institutional base, a key challenge remained—converting collective ownership into commercial opportunities that could directly benefit its women members. The FPO needed stronger systems for input retail, digital transactions and organised output marketing.

This opportunity led to its partnership with DeHaat in November 2024. The collaboration introduced the FPO to the Model DeHaat Centre (MDC) model, enabling it to develop a locally accessible hub for quality inputs, advisory services and organised market linkages.

Building Strategic Partnerships to Unlock Women Farmers' Potential

The partnership with DeHaat was designed around the needs of the FPO's women members. Through the Model DeHaat Centre, the FPO began building a paddy-focused input business covering quality seeds, fertilisers and crop-protection products, while also strengthening farmer advisory and digital transaction systems.

The centre operates through a Franchise-Owned, Company-Operated (FOCO) model, allowing the FPO to run the local business while using DeHaat's technology and market ecosystem. Input sales, billing, inventory and farmer records are managed through the DeHaat Business App (DBA), helping the FPO establish more organised and digitally auditable business processes.

The collaboration also expanded beyond input services. Through DeHaat's market-linkage network, the FPO began aggregating wheat and connecting directly with institutional buyers, including ITC Ltd. This created a second commercial pathway for members—enabling the FPO to support farmers not only when they purchase inputs, but also when they sell their produce. The partnership has therefore created a dual-sided business model, combining paddy-focused input retail with organised wheat aggregation and institutional market access.

Creating Value Through Women-Led Enterprise

The partnership has enabled Ma Vindhyawasini Prerna FPO to create value at both ends of the agricultural value chain. Its 878 women members now have access to quality paddy-focused inputs and advisory services through the Model DeHaat Centre, while wheat aggregation and institutional linkages, including with ITC Ltd., provide an organised route to market.

The FPO's financial performance reflects this transition, with revenue increasing from ₹31.45 lakh in FY 2023–24 to ₹134.36 lakh in FY 2024–25, representing a 327.2% increase in revenue. During the same period, the FPO moved from a reported loss of ₹0.89 lakh to a ₹1.16 lakh surplus, representing a 30.3% increase in the surplus amount compared with the previous year's loss figure. In FY 2025–26, approximately ₹83.45 lakh of business was recorded through DeHaat private-label products, while the overall financial results remain under audit.

With 100% of its 878 members being women, the FPO represents a fully women-led farmer enterprise where collective ownership is increasingly translating into commercial participation, organised market access and greater economic agency.

Overcoming Challenges Through Collective Action

For Ma Vindhyawasini Prerna FPO, one of the key challenges was converting its strong membership base into a commercially active enterprise. Moving towards digitised input retail, formal transaction systems and institutional output markets required new processes and greater familiarity with technology.

The partnership with DeHaat provided the FPO with the Model DeHaat Centre framework and digital systems needed to manage its business activities. Through the DeHaat Business App, the FPO could manage billing, inventory, farmer ledgers and digital transaction records in a more organised manner.

The FPO also had to build confidence around organised market participation. Its women members were brought into a model where the same farmer-owned institution could support them on both sides of the value chain—providing access to agricultural inputs while also facilitating organised sale of wheat.

This shift strengthened the FPO's role from being primarily a collective platform to becoming a commercial interface between women farmers, input markets and institutional buyers.

A Journey of Milestones

Ma Vindhyawasini Prerna FPO has evolved rapidly since its registration in 2022. With 878 women members, the FPO represents a strong example of women-led collective ownership being translated into commercial participation. The establishment of the Model DeHaat Centre in 2024 marked an important step in this journey, followed by its formal inauguration in March 2025.

The FPO has since developed two complementary business streams paddy-focused input retail and wheat aggregation supported by digital systems and institutional market linkages. Its growing business through DeHaat private-label products and direct linkage with institutional buyers demonstrates the potential of partnerships to strengthen women-led FPOs.

Looking ahead, the FPO aims to deepen its paddy advisory and input business, expand wheat and paddy aggregation, and explore farmer finance and parametric weather insurance. With stronger digital infrastructure and access to additional institutional buyers, the FPO seeks to further expand commercial opportunities for its women members.

For years, decisions about what to buy and who to sell to were made by others. Now our own FPO buys inputs directly and sells our produce — on our terms. That is the real change for our members.

Radha Devi
Director
Ma Vindhyawasini Prerna Producer Company Limited

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Case Study 13

From Women Farmers to Market Leaders

How Mathura Mant FPC is Leveraging Digitisation, Aggregation and Arya.ag's Project Sampann to Build a Stronger Farmer Enterprise



Profile at a Glance

NAME:	MATHURA MANT MUSTARD PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	MATHURA, UTTAR PRADESH
SHAREHOLDERS:	750
KEY PRODUCTS:	MUSTARD AND PADDY
KEY PARTNER:	ARYA.AG

From Local Trading to a Market-Ready Enterprise

The journey of Mathura Mant Mustard Producer Company Limited began in Naujheel block of Mathura, Uttar Pradesh, where women farmers needed stronger opportunities to participate in organised agricultural markets. Established in July 2021 with support from NABARD, the FPO brought together 750 women shareholders with the objective of strengthening collective enterprise, market access and farmer livelihoods.

In its early years, the FPO focused on building its membership, governance and leadership systems. In 2022, it took its first step towards value addition by establishing a mustard oil extraction unit and selling processed products in local markets. By 2024, commodity trading and mustard oil sales had helped the FPO reach a turnover of nearly ₹50 lakh.

However, limited working capital, inadequate warehousing and dependence on local markets restricted its ability to aggregate larger volumes and reach organised buyers. The next stage of growth required stronger market linkages, better traceability and technology-enabled farm and business systems. That opportunity emerged through the FPO's partnership with Arya.ag under Project Sampann in September 2025, marking an important shift from local trading towards a more organised, traceable and market-oriented farmer enterprise.

Building Strategic Partnerships to Unlock Women Farmers' Potential

The partnership with Arya.ag brought together farmer mobilisation, digitisation, capacity building, climate-smart agriculture, warehousing and organised market access. Five women Community Value Chain Resource Persons (CVRPs) were trained to work directly with farmers, while an Agri Value Resource Centre (AVRC) was established as a local platform for farmgate procurement, farmer engagement and knowledge sharing. Through more than 150 training workshops, over 1,100 farmers were reached with information on quality parameters, aggregation, fair market practices and improved farming methods.

Technology became another important pillar of the collaboration. Through the AryaShakti application, 475 farmers' fields covering more than 550 acres were digitised, enabling satellite-based crop monitoring, AI-enabled advisories and improved farm-level traceability. Scientific Packages of Practices were integrated into farmer guidance, helping connect better production practices with the quality requirements of organised markets.

The partnership also introduced a Smart Farm Centre and hyper-local weather station, enabling farmers to receive location-specific advisories for irrigation, sowing, fertiliser application and crop protection. Arya.ag further supported structured warehousing and access to warehouse receipt financing, helping the FPO manage inventory more effectively and reduce the pressure for distress sales.

Bringing Climate-Smart Technology to the Field

One of the most visible changes has been the introduction of drone-based spraying. Traditional tractor spraying required 4–6 labourers, around 500 litres of water per acre and 2–3 hours, while manual spraying required around 150 litres and approximately two hours per acre.

Drone spraying reduced this to approximately 15 minutes and as little as 10 litres of water per acre, while also limiting farmers' direct exposure to crop-protection chemicals.

The adoption of nano urea and nano DAP alongside drone spraying has further improved input efficiency. According to the FPO's experience, the combination can generate savings of up to ₹1,500 per acre, while reducing water use, labour requirements and unnecessary input application.

Importantly, technology has been supported by local handholding. Women CVRPs translate digital, crop and weather advisories into simple farm-level actions, helping farmers use technology as a practical decision-making tool rather than merely providing access to information.

Creating Value Through Technology and Market Access

The combined impact of farmer mobilisation, digitisation, climate-smart practices, improved traceability and stronger market linkages has helped Mathura Mant FPO strengthen both its farmer services and commercial operations.

As farmer confidence increased, more produce began flowing through the FPO. The organisation traded approximately 450 MT of produce and increased its turnover from around ₹50 lakh in 2024 to nearly ₹1.20 crore in 2026, representing growth of approximately 140%.

Beyond business growth, the partnership has strengthened the FPO's ability to prepare farmers for organised markets. More than 550 acres have been digitised, over 1,100 farmers trained, and farm-level practices increasingly linked with quality, traceability and market requirements.

For a women-led FPO, the larger transformation lies in building the confidence and capabilities required to move from local transactions towards a more organised agricultural enterprise—where women farmers participate not only as producers, but as stakeholders in aggregation, technology adoption, value addition and market engagement.

Overcoming Challenges Through Partnership and Innovation

Mathura Mant FPO's journey involved overcoming several constraints, including limited working capital, inadequate warehousing, restricted access to organised buyers and the challenge of building commercial credibility as a young women-led institution.

The partnership with Arya.ag helped address these constraints through an integrated approach. Structured warehousing and warehouse receipt financing improved inventory management, while Project Sampann strengthened institutional market linkages. Farm digitisation and traceability helped improve market readiness, and the CVRP network ensured that technology and advisory services reached farmers at the village level.

Climate-related production risks were addressed through hyper-local weather advisories, while drone spraying and nano inputs introduced more resource-efficient crop-management practices.

Together, these interventions have helped the FPO move beyond addressing individual constraints towards building a stronger system connecting farmers, technology, finance, storage and markets.

A Journey of Milestones

Mathura Mant FPO has evolved from a young women-led collective into an emerging technology-enabled and market-oriented farmer enterprise. Beginning with local commodity trading and mustard oil processing, the FPO has progressively expanded into farm digitisation, climate-smart agriculture, traceability, structured warehousing and organised market linkages.

Its transformation has also received wider recognition. In February 2026, Mathura Mant FPO was recognised as the Best Women Farmer Producer Company in Uttar Pradesh, with CEO Pooja Sharma receiving the award from Chief Minister Yogi Adityanath.

The FPO's journey demonstrates how a partnership between a women-led farmer institution and an agri-tech enterprise can combine collective action, technology and market access to create a stronger rural enterprise.
As Mathura Mant continues to build on this foundation, its experience offers a replicable example of how women-led FPOs can move from local market participation towards traceable, climate-smart and organised agricultural value chains.

We are honored to receive this recognition. The partnership with Arya.ag through Project Sampann has helped us strengthen our FPO through better market access, digitization, and climate-smart farming practices. This award belongs to our women farmers, whose dedication and collective effort continue to drive our growth and impact.

Pooja Sharma
CEO
Mathura Mant Mustard Producer Company Limited

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Case Study 14

From Sustainable Cultivation to Market-Led Growth

How NimadFresh Krushi Vikas FPC is Strengthening Farmer Livelihoods through Integrated Pest Management, Access to Finance and Organised Market Linkages



Profile at a Glance

NAME:	NIMADFRESH KRUSHI VIKAS FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2023
LOCATION:	KHARGONE, MADHYA PRADESH
SHAREHOLDERS:	750
KEY PRODUCTS:	RED CHILLI AND KABULI CHICKPEA
KEY PARTNER:	SAMUNNATI FINANCE PRIVATE LIMITED

Building a Farmer-Owned Enterprise in the Nimar Region

NimadFresh Krushi Vikas Farmer Producer Company Limited works to strengthen farmers' incomes through sustainable cultivation practices, collective procurement and improved access to agricultural markets. The FPO operates in the Nimar region, where red chilli and chickpea are important agricultural commodities. Its activities extend beyond conventional aggregation to include processing, grading, sorting and packaging, enabling farmers' produce to reach markets in a more organised and market-ready form.

A distinguishing feature of NimadFresh is its emphasis on Integrated Pest Management (IPM) and sustainable farming practices. Through farmer engagement and field-level crop monitoring, the organisation encourages improved crop management, responsible input use and greater attention to produce quality. As its operations expanded, however, the FPO recognised that improvements in cultivation practices needed to be supported by adequate financial resources and dependable market opportunities. Managing larger procurement volumes required working capital at the right time, particularly during seasonal harvesting periods.

Strengthening Business Operations through Strategic Financial Support

The partnership between NimadFresh and Samunnati developed around the FPO's need to strengthen its working-capital position and manage agricultural procurement more effectively. For a commodity-focused enterprise, the timing of finance is particularly important. Farmers need to be paid when their produce is procured, while the FPO generally receives payment from buyers at a later stage. This creates a working-capital gap that can restrict procurement volumes and limit business opportunities.

Samunnati's engagement has focused on understanding NimadFresh's crop-wise procurement requirements, financing needs and business cycles. The financial support is complemented by market-oriented business planning and efforts to identify suitable buyer connections. The partnership follows a complementary approach in which NimadFresh manages farmer mobilisation, production support, aggregation and post-harvest operations, while Samunnati supports the financial and commercial requirements associated with expanding the business. This arrangement has helped the FPO adopt a more structured approach to procurement planning and coordinate its agricultural activities with available financial resources and market opportunities.

Integrating Sustainable Farming with Market Opportunities

NimadFresh's approach to farmer development combines production-level interventions with organised commodity marketing. For red chilli cultivation, the FPO promotes IPM-based practices through farmer awareness, field monitoring and improved crop-management techniques. These efforts are intended to strengthen crop quality while encouraging more sustainable agricultural production.

At the commercial level, the FPO procures produce directly from farmers and undertakes grading, sorting, processing and packaging according to market requirements. This creates opportunities to improve product consistency and strengthen access to buyers seeking quality agricultural commodities. In the case of Kabuli chickpea, the organisation focuses on collective aggregation and market connectivity, helping farmers participate in a more coordinated supply chain.

Financial Growth and Business Performance

NimadFresh has recorded substantial growth in its business operations over the last three financial years, reflecting the expanding scale of its red chilli and chickpea activities. Revenue increased from ₹73 lakh in FY 2023–24 to ₹12.35 crore in FY 2024–25, representing growth of approximately 1,591.8%. In FY 2025–26, revenue further increased to ₹18.56 crore, registering year-on-year growth of approximately 50.3%. Overall, the FPO's revenue increased by approximately 2,442.5% between FY 2023–24 and FY 2025–26, with its business expanding more than 25 times over the two-year period.

This growth demonstrates the increasing scale of the organisation's commodity procurement and marketing activities. The partnership's focus on working-capital availability, procurement planning and market-oriented business operations has supported the FPO's efforts to manage a larger agricultural business.While the revenue figures indicate significant commercial expansion, profitability data was not provided, and the specific contribution of Samunnati's financing to the reported growth has not been separately quantified.

Addressing Challenges through Coordinated Planning

One of the principal challenges faced by NimadFresh has been balancing its growing procurement requirements with the timing and availability of working capital. Agricultural commodity markets operate within seasonal windows, making timely financial decisions essential. Delays in procurement funding can affect the FPO's ability to purchase produce when farmers are ready to sell, while fluctuations in market demand require careful coordination between aggregation and sales.

The organisation has worked to address these challenges through closer alignment of crop-wise procurement plans, financing requirements and market opportunities. Its experience has also highlighted the importance of communication between farmers, FPO management and industry partners. Transparent processes, timely decisions and an understanding of local crop cycles are essential for maintaining farmer confidence and managing a growing agricultural enterprise.

Expanding Opportunities for Sustainable Growth

With an expanding commodity business, NimadFresh is looking to strengthen its procurement infrastructure, storage and processing capabilities, and access to larger organised markets. Future priorities include securing additional working capital aligned with seasonal procurement cycles, improving aggregation infrastructure and expanding buyer relationships for red chilli and chickpea.

The FPO also aims to strengthen its IPM programme through greater field-level support, agronomic guidance and farmer engagement. Continued investment in these activities could help maintain produce quality as the organisation expands its procurement network. Government schemes, financial institutions, investors and agricultural ecosystem partners can play an important role by supporting affordable finance, infrastructure development and market access.

Our partnership with Samunnati has helped us strengthen our financial capacity and manage procurement activities more effectively. With better access to working capital and support in business planning, we have been able to expand our red chilli and chickpea operations and explore new market opportunities for our farmers. Alongside this, we continue to promote sustainable farming practices through our IPM initiatives. We look forward to building on this partnership to reach more farmers, strengthen market linkages and create greater value for our members.

Hariom Bhure
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Case Study 15

From Heritage Rice to a National Brand

How Pravidhaan FPC and KisaanSay are Creating Shared Value through Farmer-Led Branding and Market Partnerships



Profile at a Glance

NAME:	PRAVIDHAAN FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2023
LOCATION:	KUSHINAGAR, UTTAR PRADESH
SHAREHOLDERS:	1,200
KEY PRODUCTS:	KALANAMAK, RICE, MILLETS AND SAMBA RICE
KEY PARTNER:	KISAANSAY AGTECH PRIVATE LIMITED

Reviving Heritage Rice through Collective Enterprise

In the agricultural landscape of eastern Uttar Pradesh, Kalanamak rice holds a special place as an indigenous aromatic variety known for its distinctive quality and regional heritage. Despite its unique identity, farmers cultivating this traditional rice have often faced challenges in accessing organised markets, securing remunerative prices and capturing the value associated with its premium positioning.

Pravidhaan Farmer Producer Company Limited was formed to strengthen farmer livelihoods through collective cultivation, improved agricultural practices and market-oriented business activities. Working with approximately 1,200 farmers across villages in and around Gorakhpur, the FPC focuses on Kalanamak rice, millets and Samba rice, with particular emphasis on preserving crop quality and strengthening farmer participation in organised value chains.

The FPC supports farmers with quality, unmixed seed varieties, cultivation guidance and pre- and post-harvest assistance to improve productivity and maintain varietal purity. It also procures Kalanamak rice from farmers, helping create a more structured route to market. However, expanding cultivation and securing consistent demand required a stronger consumer-facing market partner capable of recognising and communicating the value of this heritage grain.

Building a Strategic Partnership for Shared Prosperity

A significant turning point came in February 2025, when Pravidhaan FPC partnered with KisaanSay Agtech Private Limited, an agri-food enterprise built around the principle of treating farmer organisations as commercial partners rather than merely suppliers. The collaboration emerged from a shared opportunity. KisaanSay sought an authentic and dependable source of Kalanamak rice, while Pravidhaan FPC needed an organised market partner that could offer fair procurement prices, consistent demand and stronger brand recognition for its farmers' produce.

At the heart of the partnership is KisaanSay's co-branding and co-profit-sharing model, which enables farmer enterprises to participate in the value generated beyond primary agricultural production. Unlike conventional procurement arrangements, where farmers receive payment only for their produce, this model creates opportunities for the FPC to benefit from downstream commercial success.

Under the arrangement, Pravidhaan FPC manages farmer mobilisation, sourcing, primary processing, packaging and supply of Kalanamak rice. KisaanSay supports branding, quality assurance, storage, distribution and consumer engagement through its online and offline sales channels.

The partnership follows KisaanSay's commitment to 100% single-origin and packed-at-source products, ensuring that produce remains connected to its geographical origin and farmer enterprise. A Seal of Origin on the packaging further strengthens traceability, allowing consumers to verify where their food comes from.

This approach has enabled Pravidhaan FPC to move beyond supplying an agricultural commodity towards becoming part of a differentiated, traceable consumer brand.

Creating Value Beyond the Farm

The collaboration has opened new opportunities for Pravidhaan FPC by connecting its farmers with consumers across India. Through KisaanSay's distribution network, Kalanamak rice has gained greater visibility as a premium indigenous product, while the FPC has developed stronger capabilities in quality management, processing, packaging and demand planning.

Timely payments and fair procurement prices have helped strengthen farmers' income stability and the FPC's working-capital position. Assured demand has also encouraged farmers to continue cultivating Kalanamak rice, supporting efforts to preserve and expand the cultivation of this traditional variety.

The partnership has created value for both organisations. Pravidhaan FPC's ability to aggregate authentic Kalanamak rice and maintain consistent quality has helped establish the variety as one of KisaanSay's flagship products. In return, KisaanSay's branding and market infrastructure have given the FPC access to consumer markets that would have been difficult to reach independently.

An important feature of this collaboration is the opportunity for farmers to participate in value addition and profit sharing rather than remaining dependent solely on farmgate prices. By undertaking processing and packaging closer to the source, the farmer enterprise can retain a greater share of the value created along the supply chain.

The partnership has also strengthened the visibility of the FPC and its produce through consumer packaging, promotional activities and wider market platforms. Growing demand has encouraged the organisation to expand farmer engagement and Kalanamak cultivation, while creating additional opportunities for local employment and enterprise development.

Overcoming Challenges through Trust and Capacity Building

Introducing a new commercial model in a traditionally intermediary-driven agricultural value chain required building confidence among farmers. Many were accustomed to selling through established local channels and needed assurance that a direct partnership with a consumer-facing brand could provide reliable demand, fair returns and long-term benefits.

The FPC and KisaanSay addressed this challenge by demonstrating the value of organised procurement, transparent commercial relationships and timely payments. Continued engagement helped farmers better understand the benefits of collective marketing and participation in a co-branded business model.

Maintaining consistent product quality was another important consideration. As Kalanamak rice entered wider consumer markets, the FPC needed to strengthen its capabilities to meet evolving quality, packaging and regulatory requirements.

KisaanSay's technical guidance and support in processing, quality assurance and demand planning have helped Pravidhaan FPC build the operational capabilities required to serve these markets more effectively.

A Journey Towards Farmer-Owned Brand Value

Pravidhaan FPC's partnership with KisaanSay represents an emerging approach to connecting traditional agricultural products with modern consumer markets. By combining the FPC's local sourcing network and knowledge of Kalanamak cultivation with KisaanSay's branding, distribution and commercial capabilities, the collaboration is creating a stronger market identity for an indigenous rice variety.

The experience also demonstrates how farmer enterprises can participate more meaningfully in the value chain when they are recognised as partners in branding and commercial growth.

Looking ahead, Pravidhaan FPC has set an ambitious vision of engaging at least 20,000 farmers across more than 500 villages by 2030. Expanding the cultivation of Kalanamak rice, strengthening seed purity, improving farmer productivity and deepening organised market relationships will remain important priorities in achieving this vision.

> ***As an FPO, our priority is to ensure that our farmer members receive better opportunities and fair value for their produce. Through our collaboration with KisaanSay, we have been able to strengthen market linkages and promote our traditional Kalanamak rice to a wider customer base. We aim to build a sustainable farmer-owned business that improves farmers' incomes while preserving the unique identity of our region's agricultural produce.***

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Case Study 16

From Maize Markets to a Full-Stack Farmer Enterprise

How Rasdampur Kisan Agro FPC is Building New Opportunities for Maize Farmers



Profile at a Glance

NAME:	RASDAMPUR KISAN AGRO FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2023
LOCATION:	PURNIA, BIHAR
SHAREHOLDERS:	674
KEY PRODUCTS:	MAIZE
KEY PARTNER:	DEHAAT

From Maize Trading to Farmer-Centric Enterprise

The journey of Rasdampur Kisan Agro Farmer Producer Company began with a clear focus on strengthening the local maize value chain in Purnia, Bihar. With maize as its core commodity, the FPO initially built its relationship with farmers through aggregation and organised market access, helping farmers connect with buyers through DeHaat's output market-linkage network.

This initial engagement created a strong foundation of trust. Through the DeHaat network, the FPO facilitated approximately ₹2.3 crore worth of maize market linkages, giving it an opportunity to understand farmers' needs beyond produce marketing. The experience highlighted a larger opportunity—to make quality inputs, advisory and financial services available to farmers through the same trusted institution. Rasdampur has grown to 674 members, including 202 women farmers. Its vision is to become a trusted anchor for the local maize value chain by combining fair market access with reliable, crop-specific inputs and farmer services.

Building Strategic Partnerships to Unlock Farmer Prosperity

Rasdampur's partnership with DeHaat, initiated in August 2024, evolved from output market linkage into a broader farmer-service model. After establishing itself through maize trading, the FPO became a Model DeHaat Centre (MDC), enabling it to offer farmers a wider range of services from a common platform.

The MDC brought together input supply, advisory, digital transactions, aggregation and financial facilitation. Farmers can access maize seeds, fertilisers, crop-protection products and cattle feed, while the FPO manages sales, inventory and farmer records digitally through the DeHaat Business App (DBA).

The partnership also introduced a network of 17 Village Representatives, who play an important role in mobilising farmers, aggregating demand, coordinating doorstep delivery and supporting crop advisory. This village-level network has become an important link between the FPO, DeHaat and its farmer members.

The collaboration has therefore evolved from a conventional output-market relationship into a full-stack agri-business model, enabling Rasdampur to participate in both sides of the agricultural value chain—helping farmers access inputs while also connecting their produce to organised markets.

Creating Value Through a Stronger Farmer Enterprise

The partnership has expanded Rasdampur's role from maize trading to a broader farmer-service enterprise. During FY 2025–26, the FPO recorded ₹1.46 crore in input business, including ₹65.16 lakh in private-label and ₹81.20 lakh in branded products. Its 17 Village Representatives generated ₹54.3 lakh in GMV, while 61 farmers accessed digitally underwritten credit, with ₹12.2 lakh deployed. Around 85% of the credit lines included women as co-borrowers, supporting greater financial participation.

Rasdampur's financial growth has been significant, with revenue increasing from ₹2.37 lakh in FY 2023–24 to ₹175.20 lakh in FY 2024–25 and ₹707.69 lakh in FY 2025–26. Revenue grew by 303.9% in FY 2025–26 over the previous year. The FPO also moved from a reported loss of ₹0.11 lakh in FY 2023–24 to profits of ₹1.89 lakh in FY 2024–25 and ₹5.12 lakh in FY 2025–26, representing a 170.9% increase in profit in the latest year.

With 202 women accounting for 30% of its 674 members, Rasdampur is creating greater opportunities for women to participate in formal finance and agri-business. The combination of market linkages, input retail, digital systems and financial access is helping the FPO evolve into a more diversified and commercially sustainable farmer enterprise.

Overcoming Challenges Through Collective Action

Rasdampur's key challenge was to convert the trust built through maize trading into a broader relationship covering input purchases, digital transactions and formal credit. Farmers were familiar with the FPO as an output-market facilitator, but expanding into digitally managed input retail and finance required a new level of engagement.

The FPO built on its existing maize-market track record while its Village Representatives helped farmers understand the new services and supported them through the digital onboarding process. The use of the DeHaat Business App provided a common system for billing, inventory management, farmer accounts and transaction records.

The introduction of women as co-borrowers also helped bring more women members into formal financial transactions. With 202 women among its 674 members, the FPO is gradually strengthening women's participation not only as members but also as participants in the financial side of the agricultural enterprise.

A Journey of Milestones

Rasdampur's journey demonstrates how an FPO can progressively expand its role in the agricultural value chain. Beginning with maize aggregation and organised market access, the FPO used the trust generated through output trading to establish a broader farmer-service model.

Its key milestones include approximately ₹2.3 crore in maize market linkage, the transition to a Model DeHaat Centre, expansion into input retail, the development of a 17-member Village Representative network, and the onboarding of farmers to digital credit. By FY 2025–26, the FPO had recorded ₹1.46 crore in input business and overall revenue of ₹707.69 lakh.

Looking ahead, Rasdampur aims to deepen farmer finance, expand its Village Representative network and explore parametric weather insurance as an additional tool for managing agricultural risk. The FPO's journey illustrates how partnerships with agri-tech platforms can help farmer institutions move from individual transactions towards a more integrated, technology-enabled and commercially sustainable enterprise.

We built trust with our farmers through maize trading first — that came naturally to us. What DeHaat gave us was the ability to turn that trust into a full input and financing business, so our farmers don't need to look elsewhere for anything.

Gurusevi Ashvinee
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Case Study 17

From Farmer Trust to Market-Led Growth

How Shiva Sai Mupkal Rythu FPC is Strengthening Agricultural Input Services and Market Opportunities through Bayer's FarmRise One Initiative



Profile at a Glance

NAME:	SHIVA SAI MUPKAL RYTHU FARMERS PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	NIZAMABAD, TELANGANA
SHAREHOLDERS:	306
KEY PRODUCTS:	PADDY, MAIZE, SOYBEAN AND TURMERIC
KEY PARTNER:	BAYER

Building a Farmer-Owned Institution from the Ground Up

Shiva Sai Mupkal Rythu Farmers Producer Company Limited began with just 10 farmers and a vision to improve agricultural services and market opportunities for the local farming community. The organisation was formed to address challenges related to the availability of quality agricultural inputs, limited market access and the need for greater farmer awareness. The initial journey was not without difficulties. Established input dealers and local traders already had strong relationships with farmers, making it challenging for the newly formed FPO to build confidence and attract members. The organisation addressed these barriers by focusing on transparent operations, affordable agricultural inputs and consistent farmer engagement.

Over time, this approach helped the FPO establish its credibility and expand its membership to 306 farmers. Today, Shiva Sai Mupkal operates as a farmer-owned agricultural enterprise providing input supply, market-linkage services and capacity-building opportunities.

Strengthening Business Operations through Industry Collaboration

An important milestone in the FPO's development has been its collaboration with Bayer through the FarmRise One initiative, which has supported the organisation in strengthening its agricultural input business and creating better market opportunities for farmers. The partnership combines the FPO's understanding of local agricultural requirements with FarmRise One's industry connections. Through this engagement, Shiva Sai Mupkal has improved the availability of agricultural inputs and strengthened its ability to serve farmers through a more organised business model.

A significant aspect of the collaboration has been the facilitation of maize transactions through reliable off-takers. By connecting the FPO with organised buyers, FarmRise One has helped create opportunities for farmers to access better prices and reduce their dependence on traditional marketing channels. The FPO has also developed market-linkage activities for soybean, expanding its role beyond input distribution. These initiatives have enabled the organisation to support farmers at different stages of the agricultural value chain, from accessing inputs to marketing their produce.

Financial Growth and Business Performance

Shiva Sai Mupkal demonstrated strong commercial potential during its early years, achieving approximately ₹1 crore in agricultural input business turnover within the first year of establishment. The FPO subsequently recorded revenue of ₹6 crore in 2023, which increased to ₹9.50 crore in 2024, representing growth of approximately 58.3%. This expansion reflected the growing scale of its agricultural input and market-linkage activities. However, revenue declined to ₹3.50 crore in 2025, a decrease of approximately 63.2% compared with the previous year. While this indicates a contraction in business volumes, the organisation continues to maintain its agricultural services and explore opportunities to strengthen its market presence.

The FPO's financial journey highlights both the opportunities and challenges associated with agricultural business operations. Continued efforts to diversify market relationships, strengthen procurement and expand farmer-oriented services will be important for achieving more consistent business growth.

Building Farmer Confidence through Services and Knowledge

One of Shiva Sai Mupkal's notable achievements has been its ability to build trust among farmers in a competitive agricultural market. The organisation has focused on providing quality agricultural inputs at affordable prices, maintaining transparency and responding to members' requirements. These efforts have encouraged farmers to participate in collective business activities and recognise the benefits of working through their own producer organisation.

Alongside its commercial services, the FPO regularly conducts farmer meetings, awareness sessions and skill-development programmes. These initiatives help farmers improve their understanding of agricultural practices, available technologies and market opportunities. The organisation's commitment to farmer development has also received recognition through the Best FPO Award from the Horticulture Department, acknowledging its efforts in strengthening agricultural services and supporting the farming community.

Strengthening Market Opportunities and Future Growth

With a well-established agricultural input business, Shiva Sai Mupkal is now focusing on expanding its market linkages and creating greater business opportunities for its farmer members. The collaboration with FarmRise One provides a platform for developing stronger relationships with agricultural industry partners and organised commodity buyers. Expanding these connections, particularly for maize and soybean, can help the FPO create more dependable marketing opportunities. The organisation also aims to continue its farmer training and awareness programmes, recognising that agricultural knowledge and commercial services must progress together.

Our goal is to support farmers in every possible way and help them grow together. We started with just 10 farmers, and today our organisation has grown to 306 members. This progress reflects the trust farmers have placed in us. Through quality agricultural inputs, better market opportunities and continuous support, we want to create lasting value for our farming community.

Narsa Reddy
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Case Study 18

Strengthening Women-Led Farmer Enterprises through Industry Collaboration

How Swayam Sakhi Shetmal Producer Company Limited is Enhancing Market Access, Strengthening Soybean Procurement and Creating Better Opportunities for Women Farmers



Profile at a Glance

NAME:	SWAYAM SAKHI SHETMAL PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	LATUR, MAHARASHTRA
SHAREHOLDERS:	2,275
KEY PRODUCTS:	SOYBEAN, TUR, URAD, MOONG AND CHICKPEA
KEY PARTNER:	ADM

Building a Women-Led Farmer Enterprise

Swayam Sakhi Shetmal Producer Company Limited was established in July 2021 in the Latur district of Maharashtra to strengthen the livelihoods of small and marginal farmers, particularly women, through collective agricultural activities and improved market opportunities. Operating across more than 80 villages in Ausa, Shirur Anantpal, Nilanga and Latur blocks, the FPO has mobilised 2,275 women shareholders, creating a farmer-owned institution focused on economic empowerment, sustainable agriculture and collective business development.

In a region dominated by soybean and pulse cultivation, smallholder farmers, particularly women, face challenges related to fragmented landholdings, limited bargaining power and access to organised markets. To address these gaps, Swayam Sakhi has brought women farmers together through collective aggregation, capacity building and market linkages, strengthening their participation in agricultural value chains and connecting them with institutional buyers.

Strengthening Soybean Value Chains

An important milestone in Swayam Sakhi's journey has been its collaboration with ADM initiated through a project focused on strengthening soybean procurement and market access for farmers in the Ausa region.

The partnership was established to connect soybean farmers with organised markets while strengthening the FPO's aggregation and procurement capabilities. Under this collaboration, Swayam Sakhi mobilises farmers, coordinates produce aggregation, conducts basic quality checks and manages procurement documentation, while ADM provides market linkages and communicates sourcing requirements, including quality standards and delivery specifications.

This structured approach has reduced farmers' dependence on individual marketing channels, improved their understanding of industry procurement requirements and strengthened the FPO's capacity in quality management, documentation and market coordination. For ADM, the collaboration provides access to an established network of women soybean farmers, creating opportunities for more efficient procurement and stronger farmer–industry relationships.

Expanding Market Access and Strengthening Farmer Livelihoods

Through its collaboration with ADM, Swayam Sakhi has connected approximately 500–600 women farmer shareholders, covering around 650 acres of soybean cultivation, with organised procurement opportunities. The initiative has improved farmers' understanding of quality standards and market requirements while strengthening the FPO's aggregation, documentation and procurement capabilities. The FPO has also reported 30–40% improvement in productivity, although the extent attributable to the partnership has not been established, and engaged approximately 500–650 women farmers in climate-smart agricultural practices. These efforts have strengthened farmer–industry linkages and created opportunities for expanding the FPO's business activities.

Financial Performance and Business Growth

Swayam Sakhi has demonstrated significant business growth, with revenue increasing from ₹1.14 crore in FY 2023–24 to ₹2.21 crore in FY 2024–25 and further to ₹5.24 crore in FY 2025–26, registering annual growth of 93.9% and 137.1%, respectively, and an overall increase of 359.6% over two years. During the same period, the FPO's surplus increased from ₹1.47 lakh to ₹2.71 lakh and further to ₹3.11 lakh, reflecting annual growth of 84.4% and 14.8%, respectively. While the expanding revenue demonstrates the FPO's growing business operations, the comparatively modest increase in surplus highlights the need to further strengthen operational efficiency and financial sustainability.

Overcoming Challenges and Strengthening Institutional Capacity

Developing an organised procurement model required Swayam Sakhi to address challenges related to farmer mobilisation, quality awareness and coordination across multiple villages. The FPO responded by strengthening its farmer network, improving procurement documentation and maintaining regular communication with ADM. These efforts have enhanced its understanding of industry requirements, improved procurement coordination and reinforced the importance of transparent processes and strong farmer–industry relationships in building a sustainable agricultural enterprise.

Building a Roadmap for Sustainable Growth

Swayam Sakhi aims to expand soybean aggregation and procurement, connect more women farmers with institutional buyers and strengthen its quality management and market-linkage systems. The FPO also plans to diversify into agricultural value addition, dairy development and other livelihood enterprises, supported by improved infrastructure, access to working capital and capacity building. Building on its collaboration with ADM, the organisation seeks to strengthen its commercial operations and create sustainable livelihood opportunities for women farmers.

Recognition and Achievements

Swayam Sakhi's contributions to women's entrepreneurship and agricultural development have earned several recognitions, including the Maharashtra Women Entrepreneur Honour – Manikarnika Award (2024), Lokmat Women Achievers of Latur Award (2024), Sakhi Prerna Diwas Award, Achal Award (2025) and CII Women Leadership Award (2025). These achievements reflect the FPO's commitment to women-led entrepreneurship, collective growth and strengthening farmer livelihoods.

Our collaboration with ADM has helped us strengthen market access for women soybean farmers and improve our procurement capabilities. Through this partnership, we have developed stronger farmer relationships, gained a better understanding of industry requirements and created new marketing opportunities for our members. We remain committed to expanding these opportunities and building a sustainable women-led farmer enterprise.

Anjali Bhagwat Masalkar
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Case Study 19

From Crop Procurement to New Business Opportunities

How Taptiparas FPC and ITC are Strengthening Farmer Livelihoods through Market Linkages, Technology and Agricultural Diversification



Profile at a Glance

NAME:	TAPTIPARAS FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2023
LOCATION:	BETUL, MADHYA PRADESH
SHAREHOLDERS:	300
KEY PRODUCTS:	WHEAT AND MAIZE
KEY PARTNER:	ITC LIMITED

Building a Farmer-Owned Enterprise

Taptiparas Farmer Producer Company Limited was formed to strengthen collective agricultural activities and improve the economic returns of smallholder farmers. The organisation focuses on wheat and maize, helping its members access organised markets, agricultural inputs, technical advisory and mechanisation services.

As a newly established farmer collective, the FPO faced the challenge of developing reliable procurement channels and building the operational capabilities required to engage with institutional buyers. Farmers largely depended on conventional marketing arrangements, while limited access to quality assessment and organised aggregation constrained opportunities for better market participation. Recognising the importance of a dependable industry relationship, the FPO began collaborating with ITC Limited's Agri-Business Division in March 2024, creating a foundation for expanding its commercial activities and farmer-oriented services.

Building a Strategic Partnership

The collaboration began with an opportunity to aggregate and supply wheat to ITC, addressing the FPO's need for an organised market while supporting ITC's procurement requirements in the Betul region. The partnership follows a Farmer–FPO–ITC model, with Taptiparas responsible for farmer mobilisation, produce aggregation and local collection, while ITC provides procurement opportunities, quality specifications and technical guidance. This arrangement has helped the FPO understand institutional sourcing requirements and develop more systematic procurement practices.

As the relationship progressed, the collaboration expanded beyond commodity marketing to include agricultural inputs, mechanisation and digital farmer services through ITCMAARS. The platform has provided the FPO with a technology-enabled interface for accessing agricultural solutions and strengthening engagement with its members. An important development has been the introduction of crop-quality assessment equipment, enabling more objective evaluation of agricultural produce. By improving transparency in quality assessment and price determination, the FPO has strengthened its readiness to participate in organised agricultural markets.

Creating Value through Technology and Agricultural Diversification

One of the distinguishing features of the collaboration is its gradual expansion into new agricultural business opportunities. Alongside its core procurement activities, Taptiparas has introduced mechanised agricultural-residue collection using a baler, creating an opportunity to convert crop residues into biomass for commercial use. This initiative offers an alternative use for agricultural waste while opening the possibility of additional income for farmers.

The FPO has also strengthened its ability to provide agricultural inputs and technical services, helping members access solutions relevant to their cropping requirements. Through the collaboration, approximately 120 farmers covering 1,500 acres have benefited from organised wheat procurement, quality-based assessment, mechanisation and agricultural advisory services.

The integration of technology with field-level operations has enabled the FPO to move towards a more diversified business model, where conventional crop marketing is complemented by agricultural services and emerging value-chain opportunities.

Business Growth and Financial Performance

Taptiparas FPO's business performance reflects the rapid expansion of its commercial activities following the establishment of the partnership. Revenue increased from ₹1.50 crore in FY 2023–24 to ₹14.50 crore in FY 2024–25, representing an increase of approximately 866.7%. During the same period, the FPO's surplus grew from ₹1 lakh to ₹6 lakh, registering a fivefold increase, or 500% growth. In FY 2025–26, revenue stood at ₹10 crore, reflecting a decline of approximately 31% compared with the previous year. However, the organisation maintained a surplus of ₹6 lakh, indicating stable absolute earnings despite the reduction in business turnover.

Compared with FY 2023–24, revenue in FY 2025–26 remained approximately 566.7% higher, demonstrating the considerable expansion in the FPO's business scale over the two-year period. The collaboration with ITC has contributed to this growth by strengthening procurement capabilities, market access and the FPO's ability to undertake larger and more diversified agricultural business activities.

Overcoming Challenges through Operational Strengthening

Managing larger procurement volumes presented several challenges for Taptiparas, particularly in maintaining consistent quality across produce sourced from different farmers. As the organisation expanded, it also needed to strengthen its internal processes, manpower capabilities and understanding of institutional procurement requirements.

Regular engagement with ITC helped the FPO improve its aggregation, handling and quality-management practices. The adoption of quality assessment equipment supported more systematic evaluation of produce, while technical guidance strengthened its ability to meet buyer specifications. These improvements have enabled the FPO to manage commercial operations more effectively while gradually developing the confidence and experience required for larger market engagements.

Building a Foundation for Future Growth

Taptiparas FPO is now looking to build on its established procurement relationship by increasing wheat aggregation, exploring organised marketing opportunities for maize and expanding agricultural input services.

There is also scope to extend digital advisory and quality-assessment services to a larger farmer base, supporting better crop planning and market readiness. The emerging biomass business offers a complementary opportunity to create value from locally available agricultural residues. To support this expansion, the FPO will require access to affordable working capital for seasonal procurement and input stocking, along with continued investment in mechanisation and technical capabilities.

The partnership gave us the confidence to think beyond simply selling farmers' produce. It has helped us build the capabilities, services and market connections needed to grow as a farmer-owned business.

Pranay Pandagre
Board of Director
Taptiparas Farmer Producer Company Limited

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Case Study 20

From Collective Aggregation to Market-Ready Agribusiness

How Wadile Agro FPC and ITC are Strengthening Farmer Livelihoods through Market Linkages, Quality Inputs and Technology-Enabled Services



Profile at a Glance

NAME:	WADILE AGRO PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	JALGAON, MAHARASHTRA
SHAREHOLDERS:	400
KEY PRODUCTS:	WHEAT, MAIZE AND JOWAR
KEY PARTNER:	ITC LIMITED

Building a Farmer-Centric Enterprise

Wadile Agro Producer Company Limited was formed to improve the economic opportunities available to smallholder farmers through collective procurement, organised marketing and access to quality agricultural inputs. The FPO works to reduce cultivation costs, strengthen farmers' bargaining power and create a sustainable farmer-owned business.

Its activities initially focused on supplying seeds and fertilisers, aggregating agricultural produce and helping farmers connect with buyers. However, limited awareness of reliable agricultural inputs, concerns about product authenticity and restricted access to organised markets remained important challenges. Recognising the need for stronger industry connections and more comprehensive farmer services, Wadile Agro began collaborating with ITC Limited's Agri-Business Division soon after its establishment, laying the foundation for a broader commercial relationship.

Building a Strategic Partnership with ITC

The collaboration began with Wadile Agro's onboarding onto ITCMAARS in July 2022, providing a digital interface through which the FPO could connect with agricultural service providers, industry partners and organised market opportunities. Rather than focusing on a single commodity or service, the partnership adopted an integrated approach. Wadile Agro mobilises farmers, identifies their requirements, coordinates input demand and aggregates produce, while ITC facilitates access to agricultural solutions, technical expertise and procurement channels.

The FPO has established connections with companies such as BASF and Advanta, improving farmers' access to quality agricultural inputs. The platform also supports advisory services, mechanisation-related solutions and opportunities to engage with financial service providers. The partnership has strengthened the FPO's operational capabilities by introducing a more organised approach to farmer servicing, business coordination and market engagement. It has also helped the organisation develop a better understanding of buyer requirements, particularly the importance of commodity quality, grading and consistency in agricultural procurement.

For ITC, Wadile Agro provides a dependable local institution through which it can engage directly with farming communities, understand regional agricultural requirements and strengthen its sourcing network.

Strengthening Market Access and Farmer Services

One of the most significant outcomes of the partnership has been the expansion of Wadile Agro's procurement activities and farmer outreach. Through ITCMAARS, more than 1,500 farmers have been registered, extending the FPO's service network beyond its shareholder base. The collaboration has directly benefited over 1,000 farmers, particularly through organised aggregation of wheat and maize and improved access to agricultural inputs.

The FPO has facilitated the procurement of approximately 1,817 metric tonnes of agricultural produce valued at around ₹5 crore through ITC, demonstrating its growing ability to aggregate produce and connect farmers with institutional markets. Alongside commodity marketing, Wadile Agro has undertaken approximately ₹30 lakh worth of agricultural input distribution, strengthening its role as a reliable source of seeds, fertilisers and other crop-related solutions.

Farmers have also benefited from timely technical advisory and improved input availability. According to the FPO, these interventions have contributed to an estimated 5% reduction in cultivation costs, helping farmers improve input-use efficiency and manage production expenses. The collaboration is also enabling technology-based agricultural support, including drone-assisted crop monitoring and advisory services to identify crop stress associated with pests, diseases, nutrient deficiencies and water availability. These interventions offer opportunities for more informed crop-management decisions and improved resource utilisation.

Business Growth and Financial Performance

Wadile Agro's expanding business activities are reflected in its financial performance. Revenue increased from ₹2.06 crore in FY 2023–24 to ₹2.60 crore in FY 2024–25, representing growth of approximately 25.9%. In FY 2025–26, revenue stood at ₹2.35 crore, reflecting a decline of approximately 9.5% compared with the previous year.

Despite the moderation in turnover, the FPO demonstrated a consistent improvement in profitability. Its reported surplus increased from ₹86,055 in FY 2023–24 to ₹1.61 lakh in FY 2024–25, a rise of approximately 87%, and further to ₹3 lakh in FY 2025–26, representing growth of approximately 86.4% over the preceding year. Overall, the FPO's surplus

increased by approximately 248.6% between FY 2023–24 and FY 2025–26, indicating an improvement in its ability to generate earnings despite fluctuations in business revenue.

The partnership has supported this commercial development by strengthening procurement channels, expanding the input business and improving the FPO's understanding of quality requirements and organised supply chains.

Overcoming Challenges through Quality and Market Readiness

As Wadile Agro expanded its commercial operations, differences in market prices and increasing competition created challenges in securing remunerative rates for farmers. Understanding commodity-specific quality parameters and their implications for procurement prices was another important area requiring attention. Through its engagement with ITC, the FPO has worked to strengthen its understanding of buyer specifications, quality assessment and post-harvest handling practices. This has helped members recognise the importance of maintaining consistent product quality rather than relying solely on price negotiations.

The organisation has also developed capabilities in cleaning, grading and packing agricultural commodities, improving its readiness to serve institutional buyers and strengthening its position in organised markets. These efforts have contributed to a more quality-oriented approach to aggregation, enabling the FPO to align its services with the requirements of larger agricultural value chains.

Building a Stronger Foundation for Future Growth

Building on its established procurement network and farmer-oriented services, Wadile Agro aims to enhance its post-harvest infrastructure and explore new opportunities for business growth and diversification. The planned commencement of a dedicated cleaning and grading unit represents an important opportunity to improve produce quality, reduce handling inefficiencies and create greater value through organised marketing. Wadile Agro's experience demonstrates how an FPO can evolve from a local aggregation and input-supply institution into a more comprehensive agricultural enterprise. By combining farmer relationships with industry expertise, digital solutions and structured market access, the collaboration with ITC offers a model for strengthening the commercial capabilities of farmer-owned businesses while creating greater opportunities for their members.

Our association with ITC Limited has helped us evolve from an FPO focused primarily on input and farmer services into a stronger platform for aggregation, market access and technology-enabled support. The partnership has given our farmers access to quality inputs, advisory and better market linkages, while helping us strengthen our own business and post-harvest capabilities. We see significant potential to further scale this collaboration and create greater value for our farmer members.

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Wadile Agro Producer Company Limited

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PART -II

FPO- Led Transformation

Case Study 21

From Women Farmers to Women-Led Enterprise

How Ayothi Women Farmer Producer Company Limited is Building Economic Independence Through Collective Action and Value Addition



Profile at a Glance

NAME:	AYOTHI WOMEN FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	SALEM, TAMIL NADU
SHAREHOLDERS:	750
KEY PRODUCT:	COCONUT, COCONUT OIL, FLOWERS, PADDY, TURMERIC, PULSES AND MILLETS

Building a Women-Led Farmer Institution

Ayothi Women Farmer Producer Company Limited was established in 2022 with the vision of empowering women farmers through sustainable agriculture, collective enterprise, value addition and improved market access. The FPO was promoted under the Central Sector Scheme for Formation and Promotion of 10,000 FPOs, with support from the Small Farmers' Agribusiness Consortium (SFAC) and Salem Veerapandi Vattara Kalanjiam as the CBBO.

The organisation's journey began with the identification of potential villages and formation of Farmer Interest Groups (FIGs), followed by continuous awareness and mobilisation activities. Today, the FPO has brought together 750 women shareholders through 72 FIGs, covering 32 villages across 16 panchayats.

Turning Farmer Needs into Collective Action

The FPO was formed in response to several challenges faced by farmers in Ayothiyapattinam, including inadequate agricultural infrastructure, limited access to quality inputs and markets, lack of storage facilities and dependence on informal sources of credit. Farmers also had limited awareness of crop insurance and faced difficulties in obtaining remunerative markets for their produce.

Through regular interaction with shareholders, the FPO identified the needs and began developing services around them. Members contributed ₹2,000 each as share capital, creating a foundation for collective ownership. The company has since built an authorised share capital of ₹35 lakh and paid-up share capital of ₹30 lakh, while also accessing working capital support from NABKISAN.

From Coconut to Value-Added Products

Coconut emerged as the FPO's major focus crop based on field-level assessment, alongside flowers, paddy, turmeric, black gram, cotton, arecanut and tapioca. The organisation has developed business activities across aggregation, input supply, processing and marketing.

A major milestone has been the establishment of a coconut oil processing unit with support under the PMFME and AIF schemes. The initiative enables the FPO to move beyond the sale of raw agricultural produce and capture greater value through processing.

The FPO also aggregates oilseeds, pulses, traditional rice and millets, supplies maize and sorghum seeds to farmers and markets its products through online channels and traders. It has obtained APEDA registration, creating a foundation for future export opportunities.

Creating Markets Through Collaboration

Ayothi Women FPO is also building partnerships with other FPOs to exchange products and expand its market reach. An outlet has been established to provide a direct channel for selling FPO products, while plans are underway to expand retail presence through a supermarket outlet in Salem. The organisation is exploring ONDC-based online trading and aims to develop export opportunities for pulses and oils. These initiatives are intended to create more direct and diversified market channels for women farmers and their products.

Building Business Momentum

The FPO's business performance has expanded significantly since its establishment. Turnover increased from ₹68.36 lakh in FY 2023–24 to ₹81.29 lakh in FY 2024–25, representing a growth of approximately 18.9%. In FY 2025–26, the reported turnover rose sharply to approximately ₹12.46 crore, marking an increase of about 1,432.8% over the previous year. Overall, the FPO's turnover grew by more than 18 times between FY 2023–24 and FY 2025–26. While profitability remains an area requiring continued attention, the substantial growth in business volumes reflects the increasing participation of women shareholders and the FPO's expanding commercial activities.

Women at the Centre of the Transformation

The strength of Ayothi Women FPO lies in its women-led institutional structure. By bringing 750 women farmers together under a common business platform, the FPO is creating opportunities for women to participate not only as producers but also as shareholders, decision-makers and entrepreneurs. Regular engagement with shareholders, procurement activities and business development are helping strengthen women's participation in collective agriculture. The FPO is also focused on improving production and productivity while encouraging greater involvement of its members in business activities.

Overcoming Challenges Through Collective Leadership

Convincing farmers to participate in procurement remains one of the key challenges faced by the FPO. The Board of Directors and procurement committee play an important role in building farmer confidence and encouraging members to supply produce through the collective. The FPO's experience demonstrates that sustained engagement and close relationships with shareholders are essential for building a successful farmer-owned enterprise, particularly during the early stages of business development.

Looking Ahead

Ayothi Women Farmer Producer Company Limited aims to deepen its engagement with shareholders, improve production and productivity and expand its market presence. Its future priorities include establishing a supermarket outlet in Salem, strengthening convergence with government departments, expanding ONDC-based trading and developing exports of pulses and oils.

Consistency and commitment make it possible to achieve our goals.

K. Lakshmi
CEO
Ayothi Women Farmer Producer Company Limited

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Case Study 22

From Farm Produce to Branded Agricultural Products

How Bathalapalli FED Farmer Producer Company Limited is Creating New Opportunities for Farmers Through Value Addition, Processing and Market Access



Profile at a Glance

NAME:	BATHALAPALLI FED FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	SRI SATHYA SAI, ANDHRA PRADESH
SHAREHOLDERS:	770
KEY PRODUCTS:	FRUITS, VEGETABLES, MILLETS, OILSEEDS, RICE, MAIZE, PULSES, SPICES AND VALUE-ADDED AGRICULTURAL PRODUCTS

Building a Farmer-Owned Enterprise

Bathalapalli FED Farmer Producer Company Limited was formed to strengthen agricultural livelihoods by improving farmers' access to markets, technologies and value-addition opportunities. Promoted under the Central Sector Scheme for the Formation and Promotion of 10,000 FPOs, with Grant Thornton Bharat LLP as the Cluster-Based Business Organisation (CBBO), the FPO has mobilised 770 farmer shareholders. Approximately 65% of its members are small and marginal farmers, while women and youth account for 25% and 26%, respectively. The organisation aims to create better income opportunities by encouraging farmers to participate collectively in agricultural production, processing and marketing.

The FPO has developed activities covering aggregation, agricultural input supply, seed production, processing, storage, organic farming and marketing. Its major commodities include fruits, vegetables, millets and oilseeds, alongside other agricultural products such as rice, maize, pulses and spices. By integrating these activities, the organisation is working to strengthen farmer participation across the agricultural value chain and reduce dependence on the sale of unprocessed produce.

Creating Value Through Processing and Product Diversification

Value addition is an important focus area for Bathalapalli FED FPC, enabling the organisation to explore opportunities beyond conventional agricultural marketing. The FPO undertakes primary processing activities such as cleaning, sorting, grading, weighing, drying and packaging, using a combination of manual labour and semi-automated equipment. Its reported infrastructure includes facilities for cleaning, sorting and grading, packaging, primary processing and processing, each with a stated capacity of 60 MT. These facilities, supported by storage infrastructure, provide a foundation for improving produce quality, handling and market readiness.

The organisation has identified a diversified range of value-added products, including cleaned and packaged grains, processed pulses, spice powders, cold-pressed edible oils, jaggery, flour products and packaged fruits and vegetables. Its reported portfolio also includes fruit-based preparations, dairy products, honey and organic agricultural inputs such as vermicompost and bio-inputs. By exploring different product categories, the FPO is seeking to create additional commercial opportunities from locally available agricultural produce while strengthening its capacity to serve a wider range of markets.

Building a Market Identity Through Branding

Recognising the importance of product differentiation, Bathalapalli FED FPC has initiated branding activities under its own organisational name, with one reported stock-keeping unit (SKU). This represents an initial step towards establishing a distinct identity for its agricultural products. Through cleaning, grading, packaging and product presentation, the organisation aims to improve consumer acceptance and create opportunities for greater value realisation. Its approach reflects an effort to move from bulk commodity marketing towards a more market-oriented business model.

To promote its products, the FPO uses pamphlets, posters, WhatsApp, social media, exhibitions and promotional activities, including sample distribution and collaborations. These initiatives are intended to increase product visibility, strengthen customer engagement and support market development. By combining branding with product promotion, the organisation is gradually building the foundation for a wider consumer-facing business.

Expanding Market Access Through Digital Channels

Bathalapalli FED FPC has reported the use of multiple marketing channels, including online platforms, its own website and the Open Network for Digital Commerce (ONDC). These channels provide opportunities to connect agricultural products with consumers beyond traditional local markets. Digital platforms can support product visibility, customer outreach and more diversified selling opportunities, particularly as the FPO develops its branded product portfolio.

Alongside digital marketing, the organisation continues to undertake aggregation, packaging, storage and the sale of agricultural produce. By combining physical marketing activities with emerging digital channels, the FPO is working to strengthen its commercial reach. Continued emphasis on product quality, consistent supply and customer relationships will be important for translating these marketing initiatives into sustainable business growth.

Strengthening Farmer Services and Business Capacity
Beyond value addition and marketing, Bathalapalli FED FPC provides services intended to support farmers across different stages of agricultural production. Its activities include input supply, seed production, aggregation and organic farming, helping members access agricultural services through a collective institution. The FPO's processing and storage facilities also create opportunities for farmers to participate in organised post-harvest operations rather than relying exclusively on individual farmgate sales.

The organisation has reported access to a ₹10 lakh credit facility from NABKISAN Finance Limited, supporting its capacity to undertake business activities. Alongside financial access, the FPO maintains an institutional governance structure with seven Board members, including one woman director, and conducts monthly Board meetings. Strengthening financial planning, infrastructure utilisation and farmer participation will be important as the organisation expands its processing and marketing activities.

Building Value Addition and Financial Sustainability

Bathalapalli FED FPC's financial performance reflects its evolving business activities, with revenue of ₹24.79 lakh in FY 2022–23, followed by ₹24.21 lakh in FY 2023–24, before increasing to ₹35.53 lakh in FY 2024–25, representing growth of approximately 46.8% over the previous year. During the same period, the FPO recorded a profit of ₹1.02 lakh in FY 2022–23, which declined to ₹33,739 in FY 2023–24 before recovering to ₹72,458 in FY 2024–25, reflecting an increase of approximately 114.8% over the previous year. Alongside its overall business performance, revenue from value-added and branded products increased from ₹2,087 in FY 2021–22 to ₹70,000 in FY 2022–23 and ₹1.20 lakh in FY 2023–24, registering approximately 71.4% growth in the latest reported year. These developments reflect the FPO's efforts to strengthen processing, packaging, branding and market access. Continued emphasis on expanding value-added product sales, improving infrastructure utilisation and developing reliable market partnerships will be important for strengthening profitability and long-term financial sustainability.

Preparing for the Next Phase

Building on its foundation in agricultural services and processing, Bathalapalli FED FPC has opportunities to strengthen its enterprise through expanded product development, improved packaging, stronger branding and wider market partnerships. Increasing the utilisation of its processing facilities, developing a more focused portfolio of commercially viable products and strengthening digital sales channels can support future business growth. Continued emphasis on farmer engagement, quality management and financial sustainability will also be important for creating lasting benefits for members. By connecting agricultural production with processing, branding and organised marketing, Bathalapalli FED Farmer Producer Company Limited is working towards building a farmer-owned enterprise that creates greater value for agricultural produce and better livelihood opportunities for its members.

Our vision is to empower small and marginal farmers by creating opportunities beyond traditional farming. Through collective action, value addition, branding and better market access, we aim to improve farmer incomes, encourage women and youth participation, and build a sustainable farmer-owned enterprise that creates lasting value for our communities.

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Case Study 23

Building a Farmer-Owned Platform for Inputs, Markets and Technology

How Bhaukhedi Farmer Producer Company Limited is Strengthening Farm Services and Collective Marketing



Profile at a Glance

NAME:	BHAUKHEDI FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	SEHORE, MADHYA PRADESH
SHAREHOLDERS:	300
KEY PRODUCTS:	WHEAT, SOYBEAN AND MAIZE

Creating a Local Institution for Farmers

Agriculture is central to the livelihoods of rural communities in Sehore district, where wheat, soybean and maize are among the important crops cultivated by farmers. Despite their agricultural experience, small and marginal farmers often face challenges in accessing quality inputs, managing production costs and securing favourable prices for their produce. Individual marketing also limits their ability to negotiate with larger buyers, while transportation and other transaction costs can reduce the returns from cultivation.

Bhaukhedi Farmer Producer Company Limited was established in July 2022 to address these challenges by bringing farmers together under a professionally managed, farmer-owned enterprise. The organisation was promoted with the support of ITC Limited under the Central Sector Scheme for Formation and Promotion of 10,000 Farmer Producer Organizations.

Since its formation, the FPO has focused on developing a business model that responds to farmers' practical needs, connecting agricultural production with input services, organised procurement, technical knowledge and market opportunities. Its approach seeks to make collective participation commercially beneficial while strengthening farmers' ability to manage their agricultural businesses.

Connecting Inputs with Better Farm Decisions

The FPO's input business has expanded to more than ₹85 lakh, reflecting growing demand for organised and timely farm supplies. Rather than limiting its role to product distribution, the organisation complements input access with technical guidance and farmer engagement. Around 100 farmers have participated in training and awareness activities covering scientific crop management and efficient resource use. Digital agriculture services through ITCMAARS further provide access to weather updates, crop advisories and market information, supporting more informed farm-level decisions. The FPO also facilitates farm mechanisation through a Custom Hiring Centre, which supported approximately 30 farmers during the year, creating access to machinery without requiring individual farmers to make large capital investments.

Building Scale Through Collective Marketing

As farmer confidence in the organisation increased, aggregation developed into an important component of the FPO's business model. During FY 2024–25, it facilitated the aggregation and marketing of approximately 7,000 MT of wheat and soybean. By consolidating produce and connecting with institutional buyers and organised markets, the FPO provides farmers with an alternative to fragmented individual selling. The scale of aggregation also strengthens the organisation's ability to negotiate and build longer-term market relationships.

Business Growth with a Need to Strengthen Margins

Bhaukhedi FPO's financial performance reflects both the opportunities and challenges involved in developing a young farmer-owned enterprise. The organisation recorded a turnover of ₹1.33 crore in FY 2022–23, which increased to ₹5.24 crore in FY 2023–24, representing growth of approximately 294%. This substantial expansion demonstrated the FPO's ability to build business volumes during its early years.
In FY 2024–25, turnover stood at ₹2.61 crore, approximately 50% lower than the previous year, but still nearly 96% higher than its FY 2022–23 level. The variation highlights the importance of maintaining consistent procurement volumes, market relationships and working capital availability in agricultural commodity businesses.

The FPO's reported surplus was ₹5,970 in FY 2022–23, followed by ₹2,540 in FY 2023–24 and ₹23,010 in FY 2024–25. Although the surplus declined during the second year, it increased by approximately 806% in FY 2024–25, indicating an improvement in the reported operating result despite lower turnover.

Addressing the Next Set of Business Constraints

Working capital management remains an important operational challenge, particularly because farmers often seek agricultural inputs on credit. Delayed repayments can constrain cash flow and limit the FPO's ability to rotate funds efficiently across its businesses. Transportation is another challenge. Moving large volumes of aggregated produce to buyers requires reliable logistics, while rising freight costs can affect margins for both the FPO and its farmers. Strengthening financial discipline, logistics partnerships and market relationships will therefore be important as the organisation seeks to convert its existing business scale into more consistent financial returns.

Looking Ahead

Bhaukhedi Farmer Producer Company Limited's journey reflects the potential of farmer collectives to create a more organised and commercially responsive agricultural ecosystem.

Within a relatively short period, the FPO has established activities spanning agricultural inputs, large-scale aggregation, digital advisory and farm mechanisation. Its experience also demonstrates that building a sustainable farmer enterprise requires continuous attention to profitability, operational efficiency and member participation.

By consolidating its existing businesses and strengthening its market partnerships, Bhaukhedi FPO can continue developing into a reliable agricultural service and marketing institution for farmers in Sehore district.

> ***Our goal is simple – make every farmer stronger through a stronger institution.***

Gulab Singh
Board of Director (BoD)
Bhaukhedi Farmer Producer Company Limited

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Case Study 24

From Collective Farming to Global Markets

How Bisauli Green Organic Producer Company Limited is Creating New Opportunities for Farmers Through Technology, Value Addition and Market Access



Profile at a Glance

NAME:	BISAULI GREEN ORGANIC PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	BUDAUN, UTTAR PRADESH
SHAREHOLDERS:	1,001
KEY PRODUCTS:	WHEAT FLOUR, BAJRA FLOUR, MULTIGRAIN FLOUR, BESAN, JAGGERY CUBES, MUSTARD OIL AND SPICES, POTATO, WHEAT, MAIZE, PADDY AND MUSTARD

Building a Farmer-Owned Enterprise

Bisauli Green Organic Producer Company Limited was formed to bring small and marginal farmers together and create greater opportunities for improved farm profitability, market access and value addition. Working under the guidance of BASIX Ltd. as CBBO and SFAC, the FPO has developed a farmer-centric business model that combines agricultural services with processing, digital marketing, mechanization and market development.

With 1,001 members, the FPO works across a diverse crop base comprising potato, wheat, maize, paddy and mustard. Its objective is to create a technology-enabled and market-oriented agricultural ecosystem in which farmers can access quality inputs, modern farming practices, machinery, organized markets and opportunities to participate in value addition.

Expanding Beyond Primary Agriculture

A defining feature of the FPO's growth has been its effort to move beyond the sale of raw agricultural produce. It aggregates crops from member farmers and has developed processing and packaging capabilities for products including wheat flour, bajra flour, multigrain flour, besan, jaggery cubes, mustard oil and spices.

Through grading, sorting, processing, branding and packaging under its own label, the FPO is creating opportunities to capture greater value from agricultural produce. This approach also enables the organization to develop products suited to retail and institutional markets while strengthening its identity as a farmer-owned enterprise.

Bringing Technology to Farmers

Technology has become an important part of the FPO's operations. Farmers have been connected to digital trading and market platforms such as e-NAM and ITC MAARS, providing access to organized market opportunities. The FPO has also adopted digital accounting and inventory management through Tally Prime and has listed its products on ONDC through My Store, strengthening its ability to participate in emerging digital commerce channels.

At the farm level, the organization promotes soil testing, precision agriculture and improved crop management. It has also conducted demonstrations on drone-based spraying using Nano DAP and Nano Urea, helping farmers understand the potential of new agricultural technologies.

Making Mechanization Accessible

To address the challenges of small and fragmented holdings, the FPO has established a Custom Hiring Centre through which farmers can access farm machinery without having to make individual investments in expensive equipment. The facility includes machinery such as a tractor, laser land leveller, MB plough and Super Seeder.

By making mechanization services available collectively, the FPO is helping farmers improve access to timely farm operations while reducing the need for individual ownership of costly machinery.

From Local Markets to International Opportunities

Market development has been central to the FPO's growth strategy. Along with local and institutional buyers, the organization has pursued digital and organized channels to expand market access. A major milestone came with the export of 10 MT of Surya variety potatoes to Bahrain, supported by APEDA and BASIX. This achievement demonstrated the potential of the FPO's farmers to participate in international markets while creating a pathway for further export development.

The FPO has also participated in platforms such as Indus Food Expo 2025 and Gulfood Dubai 2026, providing opportunities to showcase its products and explore new domestic and international markets. These initiatives are helping the organization develop a more diversified market base for its farmer-produced commodities and processed products.

Growing Through Collective Enterprise

The FPO has mobilized approximately ₹30.80 lakh in share capital and recorded cumulative business transactions exceeding ₹1.09 crore. Its turnover stood at ₹38.71 lakh in 2022–23, ₹36.48 lakh in 2023–24 and ₹29.29 lakh in 2024–25, reflecting a decline of approximately 5.8% in 2023–24 and a further 19.7% in 2024–25. The FPO recorded surpluses of approximately ₹25,557, ₹23,300 and ₹31,999, respectively, during the three years. While the surplus declined by around 8.8% in 2023–24, it increased by approximately 37.3% in 2024–25. This improvement in surplus despite a 19.7% decline in turnover during 2024–25 indicates continued efforts towards operational efficiency and financial sustainability.

Creating Impact Through Collective Action

The FPO's journey reflects a gradual shift from conventional agricultural marketing towards a more integrated farmer-owned enterprise. By combining collective procurement, aggregation, mechanization, processing, branding and digital market access, it is creating multiple avenues through which farmers can participate in the agricultural value chain.

The organization has also taken steps towards sustainable agriculture by obtaining NPOP Organic Certification for 173 farmers. Alongside organic farming promotion, soil testing and precision agriculture initiatives are helping farmers explore more sustainable approaches to production. The FPO's growing participation in digital markets, organized trade and international exhibitions is further expanding the opportunities available to its members.

Overcoming Challenges and Looking Ahead

The FPO continues to face challenges including climate variability, limited working capital, inadequate storage and processing infrastructure, competition from traditional market intermediaries and the need for greater farmer awareness of digital platforms and sustainable farming practices. Developing export-oriented quality standards and traceability systems will also be important as the organization expands its international market presence.

Going forward, Bisauli Green Organic Producer Company Limited aims to strengthen its processing and branding activities, expand digital and export markets, promote sustainable farming and deepen farmer participation in organized agricultural businesses. Its journey demonstrates how an FPO can evolve from a collective of farmers into a diversified enterprise that connects production, technology, processing and markets.

By keeping farmers at the centre of its business model, the FPO is building a stronger foundation for value creation and improved rural livelihoods while opening new possibilities for its members to participate in both domestic and global markets.

> ***At Bisauli Green Organic Producer Company Limited, we believe that true agricultural progress lies in nurturing nature naturally for human health. By combining traditional wisdom, sustainable farming, modern technology, and collective farmer entrepreneurship, we are creating prosperity for farmers while delivering safe and nutritious food to society.***

Naresh Kumar Sharma
Chairman
Bisauli Green Organic Producer Company Limited

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Case Study 25

From Individual Farmers to a Collective Enterprise

How Cholapur Kalyan Farmers Producer Company Limited is Building Market Opportunities Through Diversification and Collective Action



Profile at a Glance

NAME:	CHOLAPUR KALYAN FARMERS PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	VARANASI, UTTAR PRADESH
SHAREHOLDERS:	2,346
KEY PRODUCTS:	NURSERY PLANTS, WHEAT, PADDY, MILLETS AND VEGETABLES

Building a Farmer-Owned Enterprise

Cholapur Kalyan Farmers Producer Company Limited was established in July 2021 under the Central Sector Scheme for Formation and Promotion of 10,000 Farmer Producer Organizations, with support from NABARD and the National Agro Foundation. The organisation was formed to address challenges faced by small and marginal farmers, including rising cultivation costs, limited access to quality inputs and weak bargaining power in agricultural markets.

Through collective enterprise development, the FPO has created a platform that enables farmers to access essential services, participate in organised marketing and explore new income opportunities. A notable feature is the participation of 792 women shareholders, representing nearly 34% of its membership, providing a foundation for greater involvement of women in agricultural entrepreneurship and decision-making.

Diversifying Farm and Business Opportunities

While wheat and paddy remain important crops, the FPO is expanding its activities around millets, vegetables and nursery plants to create additional business opportunities. Nursery development is an emerging area of focus, providing farmers with access to quality planting material while encouraging horticulture-based enterprises.

The organisation also operates an agricultural input business supplying seeds, fertilisers and crop-protection products. These services are complemented by soil testing, technical guidance and farmer training to support improved cultivation practices. Through its Custom Hiring Centre, the FPO facilitates access to agricultural machinery, helping farmers undertake farm operations without substantial individual investment. Together, these activities are strengthening the organisation's role as an integrated agricultural service provider.

Creating Value Through Collective Marketing

Collective aggregation enables the FPO to consolidate member produce and engage with larger buyers, improving market access and reducing dependence on individual sales. The organisation has developed institutional market relationships, including linkages with ITC and Farmart for wheat procurement, creating opportunities for farmers to participate in organised agricultural supply chains.

The FPO is also exploring grading, packaging, processing and value addition to move beyond primary commodity marketing. Developing products from wheat, millets and other locally available crops could help the organisation capture greater value from member produce while diversifying its revenue streams.

Building a Stronger Business Base

Cholapur Kalyan FPO has demonstrated consistent financial growth. Revenue increased from ₹1.11 crore in FY 2023–24 to ₹1.54 crore in FY 2024–25, representing growth of approximately 39%, and further to ₹2.20 crore in FY 2025–26, registering an increase of approximately 43%. Overall, turnover nearly doubled, growing by 98% over the two-year period.

The improvement in surplus has been equally significant, increasing from ₹23,000 in FY 2023–24 to ₹1.42 lakh in FY 2024–25, a rise of approximately 517%, and further to ₹2.50 lakh in FY 2025–26, representing growth of approximately 76%. The overall increase of nearly 987% in surplus reflects improving financial performance, although strengthening profit margins remains important for long-term sustainability.

Preparing for the Next Stage of Growth

Cholapur Kalyan FPO's continued growth will depend on addressing operational and financial challenges, particularly limited working capital, commodity-price fluctuations and infrastructure gaps. Strengthening institutional buyer relationships, improving procurement planning and investing in storage, grading, processing and packaging facilities will be important for enhancing operational efficiency and accessing higher-value markets. The organisation also has opportunities to diversify its business through value-added products based on millets, vegetables and nursery plants, creating additional revenue streams and income opportunities for farmers.

Building stronger partnerships with agricultural research institutions, financial institutions and market players will be essential for accessing technical expertise, finance and new business opportunities. At the same time, continued capacity building of the Board of Directors, management team and farmer members will help strengthen financial management, quality assurance, marketing and enterprise governance. These efforts will enable the FPO to manage its expanding activities more effectively and develop into a commercially sustainable farmer-owned enterprise.

Turning Collective Action into Opportunity

Cholapur Kalyan Farmers Producer Company Limited's journey reflects its gradual transformation from a farmer collective into a diversified agricultural enterprise. By bringing farmers together and developing services around their production and marketing needs, the organisation is creating opportunities beyond individual farming. Through agricultural input supply, farm mechanisation, horticulture development and collective marketing, the FPO is strengthening farmers' access to essential services, organised markets and additional income opportunities.

The organisation's improving financial performance, growing membership and expanding business activities provide a strong foundation for future development. Going forward, greater emphasis on profitability, value addition, institutional partnerships and professional management will be important for sustaining this progress. By building on its collective strengths and encouraging continued farmer participation, Cholapur Kalyan FPO is working towards becoming a commercially sustainable farmer-owned enterprise that supports stronger and more resilient agricultural livelihoods in the Varanasi region.

Our vision is to transform Cholapur Kalyan FPCL into a strong, sustainable and professionally managed farmer-owned enterprise where collective action creates better income opportunities and long-term value for every shareholder farmer.

Saurabh Raghuvanshi
Director
Cholapur Kalyan Farmers Producer Company Limited

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Case Study 26

From Local Services to a Farmer-Led Agribusiness

How Dewas Malwa Krushi Vikas Producer Company Limited is Building an Integrated Agricultural Value Chain Through Soil Testing, Input Services, Crop Diversification and Market Linkages



Profile at a Glance

NAME:	DEWAS MALWA KRUSHI VIKAS PRODUCER COMPANY LIMITED
REGISTRATION:	2025
LOCATION:	DEWAS, MADHYA PRADESH
SHAREHOLDERS:	572
KEY PRODUCTS:	SOYBEAN, GARLIC, ASHWAGANDHA, ONION AND POTATO

Building a Farmer-Owned Enterprise

Dewas Malwa Krushi Vikas Producer Company Limited is emerging as a farmer-owned enterprise focused on improving agricultural services, reducing cultivation costs and strengthening market access. With 572 farmer shareholders and a five-member Board of Directors, the organisation aims to address the challenges farmers face in accessing timely inputs, reliable technical guidance, modern agricultural infrastructure and organised markets. With support from S M Sehgal Foundation, the FPO is developing an integrated business model that connects farmers with essential services throughout the agricultural value chain.

Rather than focusing on individual business activities, the FPO has adopted an approach that begins with understanding farmer needs and extends from soil diagnosis and input selection to production, aggregation, grading and marketing. This model seeks to ensure that agricultural services are accessible locally while creating opportunities for farmers to participate in higher-value markets. Within a relatively short period, the organisation has established soil testing and input supply services, introduced crop diversification initiatives and developed market linkages, laying the foundation for a commercially sustainable farmer-owned enterprise.

Strengthening Agriculture Through Soil-Based Advisory

Recognising the importance of soil health in improving agricultural productivity, the FPO established a soil testing laboratory in May 2026 to provide farmers with accessible, science-based advisory services. The laboratory analyses 17 soil parameters and has completed more than 400 soil tests, generating approximately ₹1.20 lakh in service revenue. Farmers receive Soil Health Cards containing crop-specific recommendations, with reports also shared through mobile phones and email. This digital approach helps farmers retain their records and use soil information for future crop planning.

The laboratory is closely linked with the FPO's agricultural input services, enabling farmers to select fertilisers and other inputs based on identified soil requirements rather than conventional application practices. By connecting soil diagnosis with practical recommendations, the organisation is encouraging more informed input use and better crop management. The initiative also demonstrates how locally available technical services can strengthen farmer decision-making while creating a recurring business opportunity for the FPO.

Improving Access to Quality Agricultural Inputs

To complement its soil advisory services, Dewas Malwa Krushi Vikas FPO established an agricultural input shop in April 2026, providing farmers with more convenient access to essential cultivation materials. The FPO has reported input supply business of approximately ₹40–50 lakh, reflecting the growing demand for locally available agricultural services. By procuring inputs collectively and distributing them through a farmer-owned institution, the organisation aims to improve timely availability, reduce dependence on distant markets and create opportunities for competitive pricing.

An important feature of the initiative is its integration with the soil testing laboratory, allowing input recommendations to be guided by crop requirements and soil conditions. Farmers can access technical advice and agricultural materials through the same institution, supporting more informed cultivation decisions. This approach strengthens the FPO's role beyond input distribution, positioning it as a local agricultural service provider that combines scientific guidance with practical farming solutions.

Creating New Opportunities Through Crop Diversification

Crop diversification has emerged as an important component of the FPO's efforts to improve farmer incomes. The organisation introduced ashwagandha cultivation as an alternative commercial opportunity, facilitating collective production of approximately 8.21 quintals and generating nearly ₹2 lakh in business value for participating farmers. According to the FPO's reported experience, returns from the crop were approximately twice those of certain conventional crops grown locally. By linking production planning with aggregation and market access, the initiative demonstrates the potential of introducing differentiated crops based on commercial demand.

The FPO is also developing a certified soybean seed production programme in collaboration with the National Seeds Corporation (NSC). The initiative involves 23 farmers cultivating soybean seed across 63 hectares, with a targeted production of approximately 1,260.65 quintals, carrying an indicative value of ₹65 lakh. This programme represents an opportunity for farmers to move beyond conventional commodity production into quality-linked seed markets. By promoting organised production, quality assurance and structured procurement, the FPO is laying the groundwork for a higher-value agricultural business.
Strengthening Market Access Through Collective Aggregation

Dewas Malwa Krushi Vikas FPO has initiated collective marketing activities to strengthen farmers' access to organised buyers and reduce transportation and handling costs. In the garlic value chain, the organisation facilitated the aggregation and supply of produce worth approximately ₹7 lakh to KS Enterprises at Indore Mandi, demonstrating the benefits of bulk marketing and coordinated logistics. By consolidating produce and developing direct buyer relationships, the FPO is gradually expanding its role beyond input supply to agricultural output marketing, creating opportunities for improved operational efficiency, stronger bargaining power and better price realisation for farmers.

Expanding Infrastructure for Value Addition and Farm Services

To strengthen post-harvest operations and expand farmer services, Dewas Malwa Krushi Vikas FPO plans to establish an electric grading unit with support from S M Sehgal Foundation, capable of handling approximately 20 agricultural crops, along with a packing unit for garlic, onion and potato. These facilities are expected to improve produce quality, reduce handling costs and enhance market readiness. The FPO also plans to establish a Custom Hiring Centre (CHC) to provide modern agricultural machinery at affordable rental rates, helping farmers reduce labour dependency, lower cultivation costs and undertake timely farm operations. Together, these proposed initiatives will strengthen the FPO's service portfolio, support value addition and create opportunities for improved farmer incomes.

Building Business Growth Through Institutional Partnerships

Despite being a relatively young organisation, Dewas Malwa Krushi Vikas FPO has reported cumulative business of approximately ₹50.20 lakh, with an operating surplus of around ₹4.90 lakh during the reported period. Its expanding activities across soil testing, agricultural input supply, crop diversification and market linkages demonstrate the potential of an integrated farmer-service model. The support of S M Sehgal Foundation has been important in strengthening institutional systems, promoting business development and facilitating the expansion of agricultural services and infrastructure. By combining technical guidance, local service delivery and organised marketing, the FPO is gradually building a diversified business model that can generate value for both the organisation and its farmer shareholders.

Preparing for the Next Phase

Dewas Malwa Krushi Vikas FPO aims to strengthen its integrated agricultural value chain by expanding soil testing and input services, scaling certified seed production and developing stronger aggregation and market linkages. The proposed grading unit, Custom Hiring Centre and packing facility will be important for improving service delivery and creating additional business opportunities. Continued emphasis on farmer participation, quality-based production, financial management and institutional buyer relationships will support the organisation's long-term growth. By connecting scientific agricultural advisory with input supply, production planning, value addition and organised markets, Dewas Malwa Krushi Vikas Producer Company Limited is working towards building a financially sustainable farmer-owned enterprise that delivers greater value and improved livelihood opportunities for its members.

Our goal is not only to sell inputs or aggregate produce, but to build a complete farmer-owned value chain. By bringing soil testing, quality inputs, modern technology, value addition and market access closer to farmers, we aim to reduce cultivation costs, improve incomes and create a sustainable agricultural enterprise owned and driven by farmers.

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Case Study 27

From Primary Produce to Higher-Value Markets

How Dwaraka Palm Oil Fed Producer Company Limited is Building Farmer Prosperity Through Processing, Diversification and Market Access



Profile at a Glance

NAME:	DWARAKA PALM OIL FED PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	ELURU, ANDHRA PRADESH
SHAREHOLDERS:	750
KEY PRODUCTS:	OIL PALM, COCONUT AND COCOA

Building a Farmer-Owned Enterprise

Dwaraka Palm Oil Fed Producer Company Limited was established in April 2021 under the Central Sector Scheme for Formation and Promotion of 10,000 Farmer Producer Organizations, with support from NAFED and ACCESS Development Services. Operating across more than 15 villages in the Eluru region of Andhra Pradesh, the organisation was formed to address challenges faced by small and marginal farmers, including rising cultivation costs, dependence on intermediaries, inadequate post-harvest infrastructure and limited access to organised markets.

The FPO has developed a business model that combines agricultural input supply, commodity aggregation, market linkages and processing. By bringing farmers together under a collective enterprise, it is creating opportunities to improve market participation, strengthen access to essential services and retain greater value from agricultural produce. Its gradual expansion into diversified agricultural businesses reflects an effort to build a commercially sustainable farmer-owned institution.

Strengthening Coconut and Cocoa Markets

Coconut and cocoa have emerged as important commercial activities for the FPO. During FY 2024–25, the marketing of tender and pooja coconut generated approximately ₹80 lakh, while cocoa-related business contributed around ₹30 lakh. Through collective aggregation and organised marketing, the FPO is helping farmers access larger buyers and strengthen their participation in agricultural supply chains. To support the cocoa business, a ₹15 lakh Cocoa Collection Centre, established with assistance from the Andhra Pradesh Horticulture Department, provides facilities for aggregation, storage and handling of produce.

The organisation has also established a ₹28 lakh Cocoa Fermentation Unit under the PMFME Scheme, strengthening its capacity to undertake primary processing and improve cocoa quality. Fermentation plays an important role in developing the flavour and characteristics required for higher-value cocoa markets. These investments are creating opportunities for the FPO to move beyond raw commodity sales and explore bean-to-bar chocolate production, enabling greater value addition and the potential development of branded products.

Diversifying Farm Income

Alongside oil palm, coconut and cocoa cultivation, the FPO promotes intercropping to create additional income opportunities for its members. Crops such as long pepper, bush pepper, red ginger and heliconia have been introduced within oil palm plantations, enabling farmers to make more productive use of available land. This approach can reduce dependence on a single crop while creating opportunities to access specialised agricultural and horticultural markets.

The organisation also facilitates access to essential agricultural inputs, including fertilisers, pesticides, micronutrients and seeds at competitive prices. By combining input services with crop diversification, the FPO is helping farmers strengthen production practices while exploring new commercial opportunities. As intercrop production expands, the organisation can further develop aggregation, processing and marketing activities around these products.

Mobilising Finance for Growth

Dwaraka FPO has mobilised ₹15 lakh in farmer share capital and received ₹15 lakh in Equity Grant Assistance, strengthening its financial foundation and capacity to undertake business activities. The organisation has also secured ₹25 lakh in institutional credit from HDFC Bank, supporting its working capital requirements and commercial operations. These resources have been important for developing a farmer-owned enterprise capable of undertaking larger transactions and investing in agricultural infrastructure.

Support through government schemes, including PMFME, RKVY and MIDH, has further enabled the FPO to develop processing and post-harvest facilities while reducing the financial burden of capital investment. By combining farmer contributions, institutional finance and government assistance, the organisation has strengthened its operational capacity and created a foundation for expanding higher-value agricultural businesses.

Rapid Business Growth

The FPO's turnover increased from ₹0.85 lakh in FY 2021–22 to ₹14.50 lakh in FY 2022–23, representing growth of approximately 1,606%. It then reached ₹1.26 crore in FY 2023–24, an increase of approximately 769%, and ₹1.32 crore in FY 2024–25, registering further growth of nearly 5%. Overall, turnover increased by approximately 15,429% between FY 2021–22 and FY

2024–25. Surplus increased from ₹8,000 to ₹12,000 and subsequently to ₹38,240 and ₹40,000 over the same four-year period. The respective year-on-year increases were approximately 50%, 219% and 5%. The financial trajectory demonstrates rapid expansion in business volumes, while also highlighting the opportunity to improve margins as processing and higher-value activities grow.

Recognition for Performance

Dwaraka FPO's progress has earned recognition from multiple institutions. It received the National Best Performance Award from NAFED, securing the No. 1 position among supported FPOs for its performance and farmer-focused interventions. The organisation also received the Eruvaaka Foundation Best FPO Award 2025 and the CII FPO Excellence Award 2025 under the Market Linkage Category.

Looking Ahead

Dwaraka Palm Oil Fed Producer Company Limited is preparing for its next phase of growth by expanding processing, product diversification and value addition. Building on its existing coconut and cocoa businesses, the organisation aims to develop coconut oil, copra and bean-to-bar chocolates, while exploring commercial opportunities around its intercrops. These initiatives could help the FPO improve margins, establish differentiated products and retain a greater share of value within the farmer-owned enterprise.

Going forward, strengthening buyer relationships, improving operational efficiency and developing the technical capabilities required for processing will be essential for sustaining growth. Dwaraka FPO's journey demonstrates how collective action, targeted infrastructure investment and market-oriented planning can enable farmers to move beyond primary produce marketing towards higher-value agricultural enterprises, creating more sustainable income opportunities for their members.

Our mission is to build a strong farmer-owned enterprise that improves incomes, promotes value addition, and creates sustainable livelihood opportunities for every member farmer. The success of Dwaraka FPO proves that collective action can transform agriculture and rural communities.

Nallajarla Pavan Kumar
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Case Study 28

From Collective Action to a Growing Farmer Enterprise

How Hardoi Baba Farmer Producer Company Limited is Combining Markets, Technology and Climate-Smart Agriculture



Profile at a Glance

NAME:	HARDOI BABA FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	HARDOI, UTTAR PRADESH
SHAREHOLDERS:	314
KEY CROPS:	WHEAT, PADDY AND MAIZE

Building a Farmer-Centric Enterprise

Hardoi Baba Farmer Producer Company Limited was established to address the challenges faced by small and marginal farmers in Hardoi district, Uttar Pradesh, particularly limited market access, rising cultivation costs and inadequate exposure to modern agricultural practices. Before the formation of the FPO, farmers largely depended on local traders to sell their produce, often negotiating individually with limited information about market prices and buyer requirements. Fragmented production and marketing arrangements also restricted their ability to access larger procurement channels and benefit from economies of scale. Recognising these challenges, the organisation was formed to bring farmers together under a collective business model that could improve their access to agricultural services and strengthen their position in the market.

The FPO has gradually developed an integrated approach combining agricultural input supply, commodity aggregation, technical advisory and institutional market linkages. By coordinating these services through a farmer-owned institution, it is helping members address challenges at different stages of the agricultural value chain. The organisation's expanding operations demonstrate how collective action can create opportunities beyond individual farming, enabling farmers to participate in larger business transactions while building a stronger foundation for commercially sustainable agricultural enterprises.

Creating Scale Through Collective Marketing

Aggregation and procurement have emerged as the principal drivers of Hardoi Baba FPO's business growth. The organisation has facilitated the procurement of approximately 4,500 metric tonnes of wheat and paddy, demonstrating its ability to mobilise produce from farmers and manage substantial agricultural trading volumes. By consolidating produce and connecting members with organised procurement channels, the FPO is helping farmers overcome the limitations associated with individual marketing. Collective transactions also provide opportunities to improve price discovery, coordinate transportation and develop stronger relationships with institutional buyers. These activities have enabled the organisation to expand its commercial presence while strengthening farmers' participation in agricultural markets.

Alongside output marketing, the FPO operates an agricultural input business supplying certified seeds, fertilisers, crop-protection products and micronutrients to members. The input business crossed ₹5 lakh during the last reported financial year, providing an additional revenue stream while improving local access to essential agricultural supplies. To strengthen quality assessment during procurement, the organisation has introduced equipment such as paddy huskers, HL meters and moisture meters. These facilities support the evaluation of produce quality and moisture content, helping improve procurement practices and meet buyer requirements. Together, input supply and quality-based aggregation are strengthening the FPO's ability to provide practical services to farmers while expanding its business operations.

Bringing Science and Technology to the Farm

Hardoi Baba FPO has recognised that improving agricultural productivity requires more than access to inputs and markets. The organisation is promoting scientific farming practices through soil testing, technical demonstrations and farmer capacity-building programmes. Soil testing enables farmers to better understand nutrient requirements and adopt more informed fertiliser-management practices. Demonstrations of Direct Seeded Rice (DSR) are helping create awareness about cultivation methods that can reduce water requirements and labour dependence, while drip irrigation is being promoted as an approach to improve water-use efficiency. These initiatives are particularly relevant in an environment where changing weather conditions, increasing production costs and pressure on natural resources are affecting agricultural operations.

Digital technology has further strengthened the organisation's advisory services through its association with ITCMAARS. The platform provides farmers with access to weather information, crop advisories, market intelligence and agronomic recommendations, supporting more informed decisions throughout the crop cycle. The FPO complements these services with training programmes, field demonstrations and exposure visits that allow farmers to understand and adopt recommended practices. By connecting digital information with practical field-level learning, Hardoi Baba FPO is helping bridge the gap between agricultural knowledge and its application, while encouraging members to adopt more efficient and market-oriented production practices.

Building Financial Capacity for Growth

As the FPO's procurement and trading activities expanded, access to adequate working capital became increasingly important. Agricultural commodity businesses require substantial financial resources to manage procurement, inventory, transportation and payments to farmers. Recognising these requirements, Hardoi Baba FPO secured a ₹50 lakh credit facility from Axis Bank, strengthening its ability to finance larger transactions and support its growing commercial operations. Access to institutional finance represents an important milestone in the organisation's development, enabling it to move beyond the financial limitations that often constrain newly established farmer collectives.

Rapid Business Growth

The FPO's financial performance reflects the rapid expansion of its business. Revenue increased from ₹26.27 lakh in FY 2022–23 to ₹4.93 crore in FY 2023–24, an increase of approximately 1,778%. It further reached ₹14.08 crore in FY 2024–25, representing growth of approximately 185% over the previous year. Overall, revenue increased by approximately 5,260% between FY 2022–23 and FY 2024–25. The FPO recorded a surplus of ₹77,549 in FY 2022–23 and ₹2.65 lakh in FY 2024–25, representing an increase of approximately 242% between the two reported years. Surplus data for FY 2023–24 was not available. This growth highlights the commercial potential of combining farmer aggregation with organised procurement and market linkages.

Preparing for the Next Phase

Despite its progress, Hardoi Baba FPO faces challenges such as commodity-price fluctuations, extreme weather events, labour shortages and limited storage infrastructure. Strengthening warehousing, post-harvest management and value-addition facilities will be important for improving operational efficiency and accessing higher-value markets. Building on its strengths in aggregation, quality assessment, institutional finance and digital advisory, the FPO aims to develop a more diversified and resilient business model through stronger market partnerships, farmer capacity building and improved financial management. With continued investment in infrastructure and professional management, Hardoi Baba FPO is well-positioned to strengthen its commercial sustainability and create better livelihood opportunities for its members.

> ***Our vision at Hardoi Baba Farmer Producer Company Limited is to empower every farmer through transparent market access, quality inputs and modern technology, ensuring sustainable growth and improved livelihoods for our farming community.***

Rajnish Kumar Singh
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Hardoi Baba Farmer Producer Company Limited

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Case Study 29

From Turmeric Fields to Market Value

How JMKPM Farmer Producer Company is Creating New Opportunities for Turmeric Growers



Profile at a Glance

NAME:	JMKPM FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	NIZAMABAD, TELANGANA
SHAREHOLDERS:	650
KEY PRODUCTS:	TURMERIC AND PADDY

Building a Farmer-Owned Enterprise

JMKPM Farmer Producer Company was formed with the objective of improving opportunities for turmeric farmers through collective action. With 650 members, the FPO works to address challenges related to production, input access, processing, marketing and price realization. Its vision is to strengthen farmer incomes by creating greater participation in the agricultural value chain rather than limiting farmers to the sale of raw produce.

Turmeric is at the centre of the FPO's activities, while paddy is also handled as an important crop. Over time, the organization has developed an integrated approach covering procurement from member farmers, agricultural input supply, processing, packaging, marketing and buyer linkages.

Moving from Raw Produce to Value-Added Products

A major focus of JMKPM Farmer Producer Company is to create additional value from turmeric after harvest. The FPO procures turmeric from its members and undertakes processing and packaging to develop products such as turmeric powder and turmeric seeds. This approach creates an opportunity to retain a greater share of the value generated beyond primary production.

By bringing processing and marketing activities into the FPO's business operations, the organization is gradually developing capabilities that can support product quality, branding and market positioning. Its efforts are aimed at creating a stronger and more commercially sustainable turmeric enterprise owned by farmers.

Strengthening Farmer Services

Alongside its business activities, the FPO supports members with access to agricultural inputs and capacity-building initiatives. Training programmes are conducted to improve farmers' awareness of better production practices and encourage the adoption of appropriate technologies.

The organization is working to build a more organized system in which farmers can access essential services collectively, reducing their dependence on fragmented individual arrangements. This farmer-support approach complements the FPO's efforts to build a stronger production base for its turmeric business.

Expanding Market Opportunities

JMKPM Farmer Producer Company is working to strengthen its market presence through retail and wholesale channels while developing buyer-seller linkages. The FPO is also exploring opportunities in domestic and export markets, with the objective of expanding demand for its turmeric products.

Greater market connectivity can help the organization move towards more predictable and organized sales while creating opportunities for farmers to participate in markets beyond traditional local channels. The focus on processing, packaging and market development also provides a foundation for building a recognizable identity for the FPO's products.

Steady Business Growth

JMKPM Farmer Producer Company has recorded steady financial improvement over the last three years. The FPO generated a revenue of ₹11 lakh with a profit of ₹1 lakh in 2022–23. In 2023–24, revenue increased to ₹12 lakh, representing a growth of approximately 9.1%, while profit doubled to ₹2 lakh, marking a 100% increase over the previous year.

In 2024–25, revenue remained stable at ₹12 lakh, while profit further increased to ₹3 lakh, reflecting a 50% year-on-year growth. Overall, between 2022–23 and 2024–25, revenue grew by approximately 9.1%, while profit increased by 200%. The consistent improvement in profitability, despite stable revenue in the latest year, indicates better operational efficiency and provides a strong foundation for the FPO to strengthen its processing, marketing and farmer-support activities in the coming years.

Overcoming Challenges Through Collective Action

The FPO operates in an environment where turmeric farmers face considerable price fluctuations, while the organization itself continues to manage constraints related to working capital, storage and processing infrastructure. Expanding market access and improving farmers' capacity to adopt new technologies are also ongoing priorities.

The organization is addressing these challenges by gradually strengthening its business operations, improving farmer capacity and expanding processing and marketing activities. Continued investment in infrastructure, working capital and market development will be important for taking the enterprise to the next stage of growth.

Creating a Stronger Future for Turmeric Farmers

JMKPM Farmer Producer Company aims to strengthen the turmeric value chain by expanding its processing and branding capabilities, improving product quality and developing wider market opportunities. Its long-term vision is to create a farmer-centric enterprise where collective production, value addition and organized marketing translate into stronger and more sustainable income opportunities.

The FPO's journey demonstrates the potential of farmer-owned enterprises to move beyond primary production and participate in value creation. By gradually building capabilities in processing, packaging and marketing, JMKPM Farmer Producer Company is laying the groundwork for a more organized turmeric business while keeping the interests of its farmer members at the centre.

Our mission is to empower turmeric farmers through collective strength, value addition, and better market access, ensuring sustainable growth and improved livelihoods for every member farmer.

P. Thirupathi Reddy
Chairman
JMKPM Farmer Producer Company

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Case Study 30

Building a Platform for Farmer Growth

How Kanti Kisan Producer Company Limited is Connecting Farmers with Inputs, Markets and Value Addition



Profile at a Glance

NAME:	KANTI KISAN PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	MUZAFFARPUR, BIHAR
SHAREHOLDERS:	750
KEY PRODUCTS:	MAIZE, PADDY, WHEAT AND VEGETABLES

Creating a Common Platform for Farmers

Kanti Kisan Producer Company Limited was established to bring farmers onto a common platform where they could collectively address production and marketing challenges. Operating across 22 villages in Muzaffarpur district, the FPO works to strengthen farmers' access to agricultural services while creating opportunities for better price realisation. Its approach extends across the value chain—from quality inputs and technical knowledge to aggregation, processing and market access. By building these services within a farmer-owned institution, the FPO is helping members move towards more market-oriented production and collective agribusiness.

Reducing Costs and Strengthening Production

The FPO operates an input business supplying seeds, fertilisers, pesticides and bio-products at competitive prices. Its approach encourages need-based application of fertilisers and pesticides, use of bio-products and integrated crop-management practices. Access to farm machinery has also been strengthened through a Custom Hiring Centre, allowing farmers to use equipment on a rental basis instead of bearing the cost of individual ownership. These services are complemented by capacity-building programmes facilitated through CBBO domain experts and government departments. Training on scientific crop production and demonstrations has helped farmers improve their understanding of input use and crop-management practices.

Creating Multiple Routes to Market

Rather than depending on a single marketing channel, Kanti Kisan FPO has developed a diversified market strategy. Aggregated wheat, maize and paddy are connected with institutional buyers, other FPOs and government procurement channels, including procurement at MSP. The FPO also enables farmers to use e-NAM for commodity marketing, while value-added products are marketed through ONDC and offline channels. Its own outlet provides another direct channel for reaching customers. Partnerships with organisations including HIL, NCCF and NSC further strengthen the FPO's access to inputs, services and markets. This multi-channel approach provides farmers with greater choice and reduces dependence on traditional intermediaries.

Moving from Raw Produce to Value Addition

Value addition is emerging as an important part of the FPO's business strategy. Wheat and scented rice are cleaned and packed for sale through retail and digital channels, allowing the organisation to move beyond bulk marketing of raw commodities. The FPO has developed different products and channels for different customer segments—raw produce for institutional markets and e-NAM, and value-added products for ONDC and retail sales. This market-segmented approach provides a foundation for expanding processing, branding and direct consumer engagement as the business matures.

Steady Business Growth

The FPO's turnover increased from ₹38.01 lakh in FY 2021–22 to ₹48.26 lakh in FY 2022–23, representing growth of approximately 27%. Turnover further increased to ₹50.46 lakh in FY 2023–24, an increase of approximately 4.5% over the previous year. Overall, business turnover grew by approximately 33% between FY 2021–22 and FY 2023–24. The moderation in the latest year's growth highlights an opportunity to accelerate business expansion through additional revenue channels, processing and stronger market integration. Beyond business turnover, 512 farmers have benefited through different schemes and convergence initiatives, demonstrating the FPO's role as both a commercial enterprise and a platform for farmer services.

Building Institutional Strength

The FPO has mobilised ₹15 lakh in share capital and successfully accessed an equity matching grant of ₹15 lakh, strengthening its institutional base. It has also established systems covering production, procurement, governance, compliance, financial management, marketing, social mobilisation and advisory services. These systems are important for building a professionally managed organisation capable of handling larger volumes and more diversified business activities. The FPO's progress has also gained wider visibility. It participated in the State Level FPO Mela on Agriculture Marketing in Patna in March 2025 and was invited to participate in the Independence Day celebrations at the Red Fort, New Delhi, in August 2023.

Preparing for the Next Phase

Despite its progress, the FPO continues to navigate challenges including commodity-price fluctuations, limited infrastructure, access to credit, technology adoption and the need for stronger market options. Its next phase therefore focuses on establishing a rice processing unit and warehouse, expanding year-round input supply, increasing membership and adding new revenue streams. Strengthening packaging, branding, quality control and consumer connectivity will also be important as the organisation expands its value-added portfolio. Kanti Kisan Producer Company Limited's journey demonstrates how an FPO can evolve into a multi-service farmer platform—combining affordable inputs, technical knowledge, mechanisation, aggregation, digital markets and value addition to strengthen farmer economics.

By adopting a systematic cropping pattern and gaining the right knowledge, we learned to use the right quality and quantity of inputs at the right time, which has helped us improve productivity.

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Case Study 31

From Fragmented Farming to Collective Market Strength

How Kelwada Pragatisheel Kisan Producer Company Limited is Improving Farmer Economics Through Aggregation, Digital Agriculture and Market Access



Profile at a Glance

NAME:	KELWADA PRAGATISHEEL KISAN PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	BARAN, RAJASTHAN
SHAREHOLDERS:	300
KEY PRODUCTS:	WHEAT, SOYBEAN AND MAIZE

Building Collective Strength

Kelwada Pragatisheel Kisan Producer Company Limited was established to address a fundamental challenge faced by small and marginal farmers in the region—the limited economic and market power of operating individually. The FPO created a common platform through which farmers could access inputs, knowledge and markets collectively. Its business model focuses on reducing the cost of cultivation while improving the value farmers receive for their produce. By combining input procurement, produce aggregation and market linkages with technical advisory, the FPO has gradually developed into a market-oriented farmer enterprise.

Improving Farmer Economics at Both Ends

The FPO works on both sides of the farm economy—reducing production costs and improving market realisation. Through collective procurement, it supplied agricultural inputs worth more than ₹35 lakh in the last year, helping farmers achieve estimated savings of 10–15% compared with local retail purchases. On the output side, approximately 4,000–5,000 MT of wheat, soybean and maize was aggregated from more than 250 farmers during the last season. Collective marketing and linkages with institutional buyers, traders and organised markets helped participating farmers realise an estimated 8–12% higher prices for selected commodities compared with conventional individual marketing. Together, these interventions demonstrate how an FPO can improve farmer margins by addressing both the cost of production and the price received for output.

Using Digital Agriculture to Strengthen Decisions

The partnership with ITCMAARS has introduced a strong digital dimension to the FPO's farmer services. More than 280 farmers have been connected with digital advisory services, providing access to weather information, crop recommendations, market intelligence and scientific farming practices. Digital services are complemented by field-level capacity building. More than 150 farmers have participated in structured programmes covering crop management, soil health, water conservation and sustainable agriculture. The combination of digital information and practical training is helping farmers make more informed decisions while strengthening their ability to respond to changing production and market conditions.

Translating Scale into Business Growth

Kelwada Pragatisheel Kisan FPO's expanding operations are reflected in its financial performance. Revenue increased from ₹4.25 crore in FY 2022–23 to ₹15.85 crore in FY 2023–24, representing growth of approximately 273%. Revenue remained broadly stable at ₹15.86 crore in FY 2024–25, registering a marginal increase of approximately 0.06% over the previous year. Overall, revenue increased by approximately 273% between FY 2022–23 and FY 2024–25, demonstrating the substantial scale achieved within a short period. The FPO's surplus increased from ₹74,160 in FY 2022–23 to ₹2.23 lakh in FY 2023–24, an increase of approximately 201%. In FY 2024–25, the surplus stood at ₹1.76 lakh, representing a decline of approximately 21% from the previous year. While turnover has remained strong, strengthening profitability alongside business scale will be important for the FPO's next phase of development.

Building the Infrastructure for the Next Phase

The absence of adequate storage remains one of the FPO's major constraints. Without scientific warehousing, produce often needs to be marketed soon after harvest, limiting the ability to respond strategically to favourable market prices. Commodity-price fluctuations, transportation costs and limited working capital further affect procurement and marketing operations. To address these constraints, the FPO plans to establish a 500 MT warehouse and storage facility. It is also exploring cleaning, grading, sorting, packaging and processing opportunities for soybean and maize. These investments would allow the organisation to move progressively beyond aggregation towards value addition, improve product quality and create opportunities for stronger market positioning. The FPO aims to contribute to a 15–20% improvement in member farmer incomes over the next three years through these expanded activities.

From a Farmer Group to a Trusted Local Institution

The significance of Kelwada Pragatisheel Kisan FPO extends beyond its commercial performance. Farmers who previously operated independently now have a common institution through which they can procure inputs, access technical knowledge and

approach markets at scale. This collective platform has strengthened confidence among farmers and demonstrated that organised action can create measurable economic advantages. As the FPO develops storage, processing and stronger market capabilities, it has the potential to capture greater value within the farmer-owned enterprise. Kelwada Pragatisheel Kisan Producer Company Limited's journey illustrates how collective procurement, aggregation, digital agriculture and organised market access can work together to strengthen the economics of smallholder farming.

Our vision is to empower farmers through collective action, improved market access and sustainable farming practices. Our journey shows how collective action and support can transform the lives of marginal farmers.

Bhanwar Lal Muwal
Board of Director (BoD)
Kelwada Pragatisheel Kisan Producer Company Limited

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Case Study 32

From Seasonal Surplus to Year-Round Value

How Krushimann Farmers Producer Company Limited is Transforming Post-Harvest Management Through Biomass-Powered Technology



Profile at a Glance

NAME:	KRUSHIMANN FARMERS PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	CHHATRAPATI SAMBHAJINAGAR, MAHARASHTRA
SHAREHOLDERS:	735
KEY PRODUCTS:	GINGER, TURMERIC, TOMATO AND MOSAMBI

Building a Farmer-Centric Institution

Krushiman Farmers Producer Company Limited was established in Gangapur to create better economic opportunities for farmers cultivating ginger, turmeric, tomato and mosambi. Supported by Savitribhai Phule Vikas Mandal, the FPO has brought together 735 farmers and is building an integrated value chain covering aggregation, storage, processing, branding and market linkages.

With most farmers operating on small landholdings of around one acre, limited post-harvest infrastructure had historically left them dependent on prevailing market prices. The FPO's objective is to help farmers move beyond selling raw produce and retain greater value through collective action and value addition.

Addressing Post-Harvest Challenges

For farmers in the region, seasonal price fluctuations and limited post-harvest infrastructure have been major constraints. Between June and August, an oversupply of fresh produce often results in sharp price declines, leaving farmers with little choice but to sell at low market rates. Ginger presents an additional challenge as its harvest coincides with the monsoon, making conventional sun-drying difficult for several months.

The FPO had earlier attempted to introduce electric drying, but unreliable electricity supply and high operating costs made the model commercially unviable and resulted in financial losses. Mosambi growers faced another significant challenge, with post-harvest losses estimated at nearly 30% due to the inability to store produce for even a short period while waiting for better market opportunities.

These challenges highlighted the need for a reliable, cost-effective and locally appropriate post-harvest solution.

Technology Enabling Year-Round Processing

A major turning point came with the installation of a 20 MT biomass-powered multi-purpose cold storage and dehydration unit through New Leaf. The facility provides integrated cold storage, dry storage and dehydration capabilities without dependence on grid electricity, making it particularly relevant for an area affected by unreliable power supply.

The facility has enabled the FPO to store, preserve and process agricultural produce beyond the immediate harvest period. Dehydration has created opportunities to convert perishable crops such as ginger and turmeric into products with longer shelf life, while cold storage provides greater flexibility in managing fresh produce and responding to market demand.

The technology has also enabled the FPO to continue processing during the monsoon, when traditional sun-drying is not feasible. This has helped shift the focus from immediate disposal of produce towards planned post-harvest management and value creation.

Farmer-Led Innovation at the Core

One of the most distinctive achievements of Krushimann FPO has been the initiative taken by its CEO, Arvind Narode, to improve the efficiency of the processing unit. The unit was originally designed for a processing capacity of approximately 200 kg per batch. By independently modifying its internal airflow design, the FPO increased the capacity to nearly 1,200 kg per batch.

The modification was undertaken with an additional investment of approximately ₹3 lakh and without external technical assistance. This six-fold increase in processing capacity demonstrates the FPO's ability to adapt technology to local requirements and identify opportunities for improving commercial viability.

Creating Markets Beyond Raw Produce

With enhanced post-harvest capabilities, the FPO has expanded its activities from aggregation to processing and value-added marketing. It aggregates ginger, turmeric, tomato and mosambi from its members and processes selected commodities into dehydrated products for local and regional markets.

The FPO supplies dehydrated turmeric to Pravin Masalewale and has established a supply linkage with a buyer network in Karnataka for ginger. Alongside institutional markets, it has developed its own organic brand for turmeric and beetroot, creating opportunities to reach consumers through exhibitions and direct sales.

These initiatives are helping the FPO diversify its market channels and reduce dependence on traditional fresh-produce markets, while creating greater opportunities for value addition at the farmer-organisation level.

Business Growth Through Value Addition

The FPO's growing commercial activity is reflected in its recent revenue performance. During the eight-month period from July 2025 to February 2026, before the biomass-powered unit became operational, the FPO recorded revenue of approximately ₹2.55 lakh. Following the establishment of the new facility, revenue reached approximately ₹4.78 lakh between March and May 2026, a three-month period. Although the two periods differ in duration, the increase reflects the emerging potential of storage, dehydration and value-added business activities to strengthen the FPO's commercial operations.

Creating Value Beyond the Farm Gate

The biomass-powered facility has enabled Krushimann FPO to move beyond its traditional role as an aggregator and take greater ownership of post-harvest value creation. By combining collective procurement with storage, dehydration, branding and market linkages, the FPO is developing a more integrated agricultural value chain.

For farmers, this creates greater flexibility in managing their produce and reduces the pressure to sell immediately after harvest. For the FPO, the infrastructure has become a strategic business asset around which new products, buyers and revenue streams can be developed.

The experience also demonstrates the importance of matching technology with local realities. In a region where unreliable electricity and monsoon conditions constrain conventional processing, a biomass-powered system provides a practical alternative for maintaining year-round operations.

Building a More Resilient Farmer Enterprise

Krushimann FPO's journey illustrates how collective action, appropriate technology and entrepreneurial leadership can address some of the most persistent challenges in agricultural value chains. From overcoming the limitations of electric drying to redesigning the processing system and establishing new market relationships, the FPO has demonstrated an ability to turn operational challenges into opportunities.

Going forward, the FPO aims to increase the utilisation of its storage and processing infrastructure, expand its range of value-added products and strengthen institutional and regional market linkages. With a growing membership base and an emerging processing-led business model, it is positioned to create greater value from the crops produced by its farmers.

Krushimann Farmers Producer Company Limited's experience demonstrates that post-harvest infrastructure can become more than a storage solution—it can be a foundation for farmer-led enterprise development. By enabling farmers to store, process and market their produce more strategically, the FPO is building a pathway from seasonal production to year-round value creation.

> ***Earlier, we were forced to sell produce immediately after harvest, often at low prices. With New Leaf's 20 MT biomass-powered multi-purpose cold room, we can store, ripen, and process our produce based on market demand rather than market pressure. This has reduced post-harvest losses, improved product quality, and given our farmers greater control over when and how they sell. The cold room has become a critical business asset for our FPO, helping us create more value from every kilogram produced by our members.***

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Case Study 33

Strengthening Orange Growers Through Collective Enterprise

How Krushnarpan Farmer Producer Company Limited is Creating Opportunities Through Agricultural Services, Orange Grading and Market-Oriented Business Development



Profile at a Glance

NAME:	KRUSHNARPAN FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	AMRAVATI, MAHARASHTRA
SHAREHOLDERS:	509
KEY PRODUCTS:	ORANGES

Building a Farmer-Owned Enterprise

Krushnarpan Farmer Producer Company Limited was formed with the objective of strengthening agricultural livelihoods through collective enterprise development, improved market access and value addition. The FPO has mobilised 509 farmer shareholders, of whom approximately 80% are small and marginal farmers. Women account for 30% of the membership, while young farmers below 35 years represent 50%, reflecting the organisation's potential to encourage wider participation in farmer-owned business activities. The FPO focuses on creating better economic opportunities for farmers by strengthening agricultural services and developing market-oriented activities. With a five-member Board of Directors, including one woman director, the organisation has established a governance structure to support business planning and institutional management. By bringing farmers together under a common enterprise, Krushnarpan FPC is working to improve their participation in agricultural value chains and build a stronger foundation for long-term business sustainability.

Strengthening Orange Value Addition and Quality Management

Orange value addition has emerged as an important focus area for Krushnarpan FPC. Recognising the importance of quality and uniformity in fruit marketing, the organisation has introduced an automated grading machine to support the sorting and classification of oranges. Other primary handling activities are undertaken manually, allowing the FPO to combine mechanised grading with existing labour-based operations. This approach supports more systematic produce handling and provides opportunities to improve market readiness.

By developing grading capabilities, the FPO is working towards strengthening the value of oranges marketed through its business activities. Quality-based sorting can help farmers and buyers distinguish produce according to market requirements, while improved post-harvest handling can support more efficient marketing. These initiatives provide a foundation for expanding value-addition services and developing stronger connections with organised fruit markets.

Developing Market Opportunities Through Collective Action

Krushnarpan FPO aims to strengthen farmers' access to agricultural markets by encouraging collective participation in business activities. For orange growers, organised marketing and quality-based produce handling can create opportunities to reach buyers seeking consistent grades and reliable supply. The organisation's investment in automated grading represents a step towards developing the infrastructure needed to support these requirements.
The FPO has also expressed an intention to establish its own brand, creating an opportunity to develop a distinct market identity for its agricultural produce. A branded product offering, supported by grading, packaging and quality management, could help strengthen recognition among buyers and consumers. As the organisation expands its commercial activities, developing reliable buyer relationships and consistent product standards will be important for improving market access and value realisation.

Strengthening Farmer Participation and Institutional Capacity

Krushnarpan FPO's membership includes a substantial proportion of small and marginal farmers, making inclusive business development an important aspect of its institutional approach. With 30% women members and 50% youth participation, the organisation has an opportunity to encourage greater involvement in agricultural entrepreneurship, decision-making and market-oriented activities. Its reported average annual general meeting attendance of 60% indicates participation by a significant proportion of its shareholders in institutional processes.

The FPO has also reported access to a ₹40 lakh credit facility from Bank of Maharashtra, with repayments made on a monthly basis. Access to institutional finance can support working capital requirements and business expansion, particularly in activities involving agricultural procurement and post-harvest services. Strengthening financial planning, farmer engagement and professional management will remain important as the organisation develops its commercial operations.

Business Growth and Financial Performance

Krushnarpan FPO's financial performance reflects the opportunities and challenges associated with developing a farmer-owned agricultural enterprise. Revenue increased from ₹1.37 crore in FY 2022–23 to ₹1.77 crore in FY 2023–24, representing growth of approximately 28.6%. In FY 2024–25, revenue stood at ₹1.44 crore, reflecting a decline of approximately 18.5% from the previous year. During the same period, reported profit increased from ₹48,983 in FY 2022–23 to ₹71,808 in FY 2023–24, before declining to ₹46,445 in FY 2024–25. Despite fluctuations in business performance, the organisation has maintained positive reported profits across all three years. Strengthening procurement planning, grading services and market partnerships will be important for improving business consistency and profitability.

Preparing for the Next Phase

Building on its experience in orange grading and collective enterprise development, Krushnarpan FPO has opportunities to strengthen its business through improved post-harvest infrastructure, quality-based marketing and the development of its own brand. Expanding grading and packaging services, establishing stronger buyer relationships and exploring differentiated markets can help improve the commercial potential of its agricultural produce. Continued support for small and marginal farmers, greater participation of women and youth, and stronger financial management will also be important for sustaining growth. By combining farmer mobilisation, technology-enabled grading and market-oriented business development, Krushnarpan Farmer Producer Company Limited is working towards building a sustainable farmer-owned enterprise that creates better market opportunities and long-term value for its members.

Our vision is to strengthen farmers through collective action, improved agricultural practices and better market opportunities. By focusing on quality, value addition and modern grading technologies, we aim to improve the value of our produce, encourage women and youth participation, and build a sustainable farmer-owned enterprise that benefits our members.

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Case Study 34

From Garlic Growers to a Market-Led Farmer Enterprise

How Lahsun Krishi Fed Farmer Producer Company Limited is Building Value Through Collective Marketing, Processing and Institutional Partnerships



Profile at a Glance

NAME:	LAHSUN KRISHI FED FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2024
LOCATION:	BARAN, RAJASTHAN
SHAREHOLDERS:	450
KEY PRODUCTS:	GARLIC, WHEAT, MUSTARD, SOYBEAN, PADDY, GRAM, CORIANDER AND MAIZE

Building Collective Strength Around Garlic

Lahsun Krishi Fed Farmer Producer Company Limited was established in April 2024 in Anta, Baran district of Rajasthan, with the objective of strengthening farmer livelihoods through collective enterprise development. With 450 farmer shareholders and an outreach extending to more than 800 farmers across 20 villages and six Gram Panchayats, the organisation works with producers cultivating garlic, wheat, mustard, soybean, paddy, gram, coriander and maize. Although its activities cover several agricultural commodities, garlic has emerged as a key focus for developing a more market-oriented and value-added agricultural business.

One of the organisation's initial challenges was encouraging farmers to move beyond individual marketing practices and participate in collective transactions. Many farmers were accustomed to selling through established local channels and were initially hesitant about the benefits of a farmer-owned enterprise. Through continued engagement, organised procurement and opportunities to access larger markets, the FPO has gradually built confidence among participating farmers. Its approach focuses on demonstrating the practical advantages of collective action while strengthening the institution's ability to respond to farmers' commercial needs.

Connecting Farmers with Institutional Markets

Establishing relationships with institutional buyers has been an important achievement for Lahsun Krishi Fed FPO. Through its engagement with the National Cooperative Consumers' Federation (NCCF) and Food Corporation of India (FCI), the organisation facilitated the participation of 425 farmers in Minimum Support Price (MSP)-based wheat procurement. This initiative provided farmers with access to an organised marketing channel and reduced their dependence on conventional local trading arrangements. It also demonstrated the FPO's ability to coordinate farmers, consolidate produce and support procurement activities involving government institutions.

Beyond MSP procurement, the FPO has developed a multi-channel marketing approach involving business-to-business transactions, retail sales and agricultural mandis. This flexibility enables the organisation to explore different markets based on commodity requirements, available volumes and prevailing prices. By building relationships across multiple channels, the FPO is working towards improving market access for its members while reducing dependence on any single buyer or procurement arrangement.

Moving Garlic Up the Value Chain

Garlic is central to the FPO's efforts to develop a business model that extends beyond primary agricultural marketing. Recognising the opportunities available through post-harvest handling and product differentiation, the organisation is strengthening activities around garlic cleaning, grading, packaging and branding. These interventions can improve product presentation, support quality-based marketing and create opportunities to engage with buyers seeking consistent and properly handled produce. The FPO has also received support through its engagement with the Spices Board, Government of India, contributing to the development of a more organised garlic value chain.

Building on these activities, the organisation is exploring garlic-based value-added products, including pickles, to expand its commercial opportunities. Processing can help diversify the product portfolio, extend the marketability of agricultural produce and create additional sources of revenue. The FPO is also working towards strengthening its warehousing and supply-chain infrastructure, which will be important for improving storage, handling and distribution. Together, these initiatives represent a gradual transition from commodity aggregation towards processing and the development of marketable products under a distinct farmer-owned business identity.

Building Business Scale

The FPO has demonstrated encouraging business growth as its aggregation and market-linkage activities have expanded. Reported turnover increased from ₹70 lakh in FY 2023–24 to ₹1.55 crore in FY 2024–25, representing growth of approximately 121%. For FY 2025–26, ₹10 lakh in business has been reported at the time of reporting, with further opportunities expected through garlic aggregation, institutional procurement and the development of value-added products. Going forward, strengthening processing capacity, storage infrastructure and market partnerships will be important for sustaining this growth and developing a stronger commercial base for the FPO.

Recognition Beyond the Local Market

Lahsun Krishi Fed FPO's efforts in farmer mobilisation and agricultural enterprise development have received wider recognition, including a mention in the Prime Minister's Mann Ki Baat programme and an award from Doordarshan Jaipur for its contribution to farmer development. These recognitions have brought attention to the organisation's collective farming and market-oriented approach, strengthening its visibility among farmers, institutional partners and potential buyers. They also reflect the progress made in encouraging collective business participation and provide motivation for the FPO to further expand its presence in the garlic value chain.

Preparing for the Next Phase

As Lahsun Krishi Fed FPO expands its operations, improving access to working capital, storage, logistics and processing infrastructure will be essential for handling larger volumes and maintaining produce quality. The organisation aims to establish a stronger market identity around garlic and garlic-based products through value addition, packaging, branding and wider distribution. Strengthening institutional buyer relationships, improving financial management and developing commercially viable product lines will be important for sustaining growth. By combining collective marketing with processing and stronger supply-chain capabilities, the FPO is working towards becoming a sustainable farmer-owned enterprise that creates greater value and long-term income opportunities for its members.

We have successfully managed to overcome apprehensions around the collective business approach among member farmers by ensuring that our members consistently earn more.

Mohammad Aslam
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Case Study 35

From Women's Leadership to Farmer Prosperity

How Lalitpur Mahila Kisan Producer Company Limited is Building a Sustainable and Women-Led Agribusiness in Bundelkhand



Profile at a Glance

NAME:	LALITPUR MAHILA KISAN PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	LALITPUR, UTTAR PRADESH
SHAREHOLDERS:	313
KEY PRODUCTS:	WHEAT, PEA, GROUNDNUT AND BLACK GRAM

Building a Women-Centred Farmer Institution

In the Bundelkhand region of Uttar Pradesh, where small landholdings and limited access to markets often constrain farm incomes, Lalitpur Mahila Kisan Producer Company Limited is creating a different pathway—one centred on women's participation, collective enterprise and sustainable agriculture.

Established in August 2021 with support from the Indian Foundation for Equality & Development, the FPO was formed with a clear objective: to improve the economic wellbeing of farmers while creating greater opportunities for rural women to participate in agriculture and agri-business. Today, the organisation has 313 members, including 241 women, and works across five villages.

Its vision extends beyond increasing agricultural production. The FPO seeks to transform farmers, particularly women, from producers dependent on conventional markets into confident entrepreneurs with greater control over production, processing and marketing.

From Production to Value Creation

Lalitpur Mahila Kisan FPO has developed activities across the agricultural value chain, including input supply, production, aggregation, value addition and market linkage. Its key commodities include wheat, pea, groundnut and black gram.

The FPO also promotes natural and organic farming, along with vermicompost and natural compost, helping farmers adopt cost-effective and environmentally sustainable practices. Its product portfolio includes grains, pulses, daliya, cold-pressed oil, spices and naturally processed food products.

By linking production with processing and marketing, the FPO is working to ensure that farmers capture a greater share of the value generated from their produce.

Creating Opportunities for Rural Women

Women's economic participation is at the heart of the FPO's model. Lalitpur Mahila Kisan FPO has created opportunities for rural women to engage in agricultural and enterprise activities closer to their homes, helping address social and financial barriers that often limit women's participation in business.

The organisation complements its economic activities with awareness programmes on women's rights, health and hygiene, along with health check-ups and legal advisory camps. These interventions are helping create a broader ecosystem for women's empowerment and rural development.

The FPO also encourages rural youth and women to develop entrepreneurial skills and participate in agro-business activities, strengthening their role in the local economy.

Strengthening Farmers Through Services and Infrastructure

To address the practical challenges faced by smallholder farmers, the FPO provides input supplies and agricultural guidance while organising training programmes and exposure visits. A farm machinery bank has also been established to provide custom-hiring services, enabling farmers to access machinery without the burden of individual ownership.

These services are complemented by efforts to promote improved agricultural practices suited to local soil and environmental conditions. The FPO encourages farmers to make informed crop choices and adopt sustainable production systems that protect both farm productivity and natural resources.

A Strong Business Growth Trajectory

The FPO's evolution is reflected in its financial performance. Revenue increased from ₹11.72 lakh in FY 2023–24 to ₹21.85 lakh in FY 2024–25, representing an increase of approximately 86.4%. This growth accelerated significantly in FY 2025–26, when revenue reached approximately ₹2.34 crore, marking an increase of around 970.9% over the previous year.

Overall, revenue grew by nearly 1,896.6% between FY 2023–24 and FY 2025–26. Profitability has also strengthened, with surplus increasing from ₹2.46 lakh in FY 2023–24 to ₹3.08 lakh in FY 2024–25, an increase of approximately 25.2%, and further to approximately ₹11.50 lakh in FY 2025–26, representing a year-on-year increase of around 273.4%. The significant growth in business volumes and surplus demonstrates the FPO's expanding commercial activities and increasing ability to create value for its members.

Recognition for Women-Led Rural Enterprise

The FPO's work has received recognition at district, state and national levels. It received the Best FPO Award at the district level in 2022 from the Lalitpur Agriculture Department and Krishi Vigyan Kendra, followed by the Excellent FPO Award at the state level in 2023 from the Uttar Pradesh Council of Agricultural Research.

Its women-led enterprise model has also received wider recognition. In 2024, the organisation received the Priyadarshini Award for Best Rural Enterprise of the Year from the Federation of Indian Women Entrepreneurs. In 2025, it was recognised with the Women Social Entrepreneur of the Year – XL JESEY Award by XLRI–Xavier School of Management, Jamshedpur.

The organisation's leadership has also received individual recognition, including the Vijayalakshmi Das Award for Women Entrepreneurship and recognition through the Millionaire Farmer of India Award.

Overcoming Barriers Through Collective Action

Building a women-led agribusiness in a rural setting has not been without challenges. Limited access to finance, social barriers and the historically low participation of women in business created significant obstacles during the FPO's early journey.

At the same time, most farmers in the region operate on small landholdings, making it difficult to achieve economies of scale individually. Limited adoption of modern and sustainable farming practices further affects productivity and income.

The FPO is addressing these challenges through collective procurement and marketing, capacity building, access to farm machinery, sustainable agriculture promotion and greater participation of women in business decisions.

Looking Ahead

Lalitpur Mahila Kisan Producer Company Limited aims to deepen its work on sustainable agriculture while expanding value-added products and market linkages. Strengthening women's participation in agro-business, improving productivity, developing rural entrepreneurship and creating stronger connections between farmers and markets will remain central to its growth.

The journey of Lalitpur Mahila Kisan FPO demonstrates that farmer collectivisation can become a powerful platform for both economic and social transformation. By placing women at the centre of its enterprise model and combining sustainable farming, value addition, market access and capacity building, the FPO is helping create a more resilient and inclusive agricultural economy in Bundelkhand.

> ***As a women-led agri-producer organisation, we want to build a prosperous and sustainable agricultural sector with a special focus on empowering female farmers and promoting their involvement in agro-business processes.***

Ms. Anuradha Richhariya
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Case Study 36

From Island Communities to Women-Led Enterprise

How Lekope Majuli Women Farmer Producer Company Limited is Building Resilient Livelihoods Through Value Addition, Financial Inclusion and Market Access



Profile at a Glance

NAME:	LEKOPE MAJULI WOMEN FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	MAJULI, ASSAM
SHAREHOLDERS:	3,596
KEY PRODUCTS:	MUSTARD OIL, LOCAL RICE, TURMERIC, BLACK DAL AND HANDLOOM PRODUCTS

Building a Women-Led Enterprise in Majuli

Located in Majuli, Assam, a river island highly vulnerable to floods, erosion and market isolation, Lekope Majuli Women Farmer Producer Company Limited was established to create stronger livelihood opportunities for women farmers, weavers, artisans and rural entrepreneurs. Since its establishment in 2022, Lekope has grown into a collective of 3,596 women shareholders, creating a platform where women participate not only as producers but also as entrepreneurs, shareholders and business leaders. Its model brings together agriculture, handloom, food processing and rural entrepreneurship, helping women move beyond subsistence production towards higher-value economic activities.

Turning Local Resources into Marketable Products

Lekope aggregates agricultural and traditional products from women producers, including mustard, local varieties of rice, turmeric, black dal and handloom products. Through processing, packaging, branding and marketing, the FPO is creating opportunities to retain greater value within local communities. Mustard oil is an important part of its business, supported by three mustard processing centres, including two operational mustard oil mills. The FPO has also diversified into value-added products such as moringa powder, elephant apple (outenga) powder, lemongrass products and pickles. Alongside agriculture, Lekope promotes Majuli's traditional handloom heritage through products such as mekhela chadors, sarees, stoles and shirts, creating additional livelihood opportunities for women artisans and weavers.

Creating Markets Beyond the Island

Geographical isolation makes market access particularly challenging for producers in Majuli. To address this, Lekope has developed multiple channels connecting women producers directly with consumers. The FPO operates four market outlets—three in Majuli and one in Guwahati—and also markets products through exhibitions, institutional sales and digital platforms. Women-operated rural cafés and other local enterprise channels further diversify the FPO's market presence. These channels are helping local products move beyond village-level markets while reducing producers' dependence on conventional intermediaries.

Driving Women's Enterprise and Financial Growth

Access to finance is a key part of Lekope's approach to strengthening women-led enterprises. The FPO has facilitated more than ₹80 lakh in business and livelihood finance for women farmers and entrepreneurs, including over ₹40 lakh in business loans for 136 women entrepreneurs. Through linkages with institutions such as Samunnati Finance Private Limited and Rang De P2P, women have been able to access capital to strengthen existing businesses, develop new livelihood activities and move towards greater financial independence. This support is complemented by skill development in food processing, handloom, tailoring and other livelihood activities.

The FPO's own financial performance reflects the growing scale of this enterprise ecosystem. Revenue increased from ₹24.14 lakh in FY 2023–24 to ₹54 lakh in FY 2024–25, a growth of approximately 124%, and further to ₹100.75 lakh in FY 2025–26, an increase of nearly 87%. Overall, revenue grew by approximately 317% over the two-year period. The FPO recorded surpluses of ₹9.39 lakh, ₹3.56 lakh and ₹36.77 lakh, respectively, with the FY 2025–26 surplus increasing by approximately 933% over the previous year. This growth demonstrates the increasing commercial strength of Lekope's diversified, women-led enterprise model.

Recognition for Climate Innovation and Women's Leadership

Lekope's work has received recognition for combining women's economic empowerment with resilient rural enterprise development. The FPO received the SELCO Foundation Climate Innovation Award in 2024 and the Outstanding Achievement for Women Leadership Award from the Confederation of Indian Industry (CII) in 2025. These recognitions reflect the FPO's efforts to create economic opportunities in a geographically and climate-vulnerable region while strengthening women's ownership and leadership.

Building Resilience in a Challenging Geography

Operating from Majuli brings persistent challenges, including seasonal flooding, transportation and logistics constraints, limited storage and processing infrastructure, and restricted access to larger institutional markets. Access to working capital, advanced machinery, certification and quality-standard systems also remains important for future expansion. Lekope is responding by strengthening local processing, developing diversified market channels, facilitating finance and continuously building the skills of women producers. Its approach demonstrates how value addition closer to the source can help build more resilient local economies even in geographically challenging regions.

Looking Ahead

Lekope aims to expand processing and packaging infrastructure, strengthen branding and certification and develop deeper institutional, digital and national market linkages. Continued investment in women-led enterprises, skill development and financial access will remain central to its growth. Lekope Majuli Women Farmer Producer Company Limited's journey demonstrates how collective ownership can transform women from individual producers into entrepreneurs and business leaders. By connecting local products and traditional skills with processing, finance and markets, the FPO is creating a more resilient rural economy while preserving the agricultural and handloom heritage of Majuli.

At Lekope Majuli Women Farmer Producer Company Limited, we believe that empowering women farmers and rural entrepreneurs is the key to building a stronger, self-reliant and sustainable community. Through collective efforts, skill development, financial inclusion and promotion of local products, we are working to create better livelihood opportunities for the women of Majuli while preserving our traditional knowledge and rural heritage.

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Case Study 37

From Maize Trading to Farmer Ownership

How Maddipadu Farmer Producer Company Limited is Strengthening Market Access, Storage and Value Addition for Farmers



Profile at a Glance

NAME:	MADDIPADU FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2023
LOCATION:	PRAKASAM, ANDHRA PRADESH
SHAREHOLDERS:	752
KEY PRODUCTS:	MAIZE, MANGO AND PULSES

Understanding the Farmer's Challenge

Maddipadu Farmer Producer Company Limited was established with a clear understanding of the challenges faced by farmers in the region, particularly maize growers. Limited storage, fluctuating market prices, dependence on multiple intermediaries and inadequate access to finance often forced farmers to sell their produce immediately after harvest, even when prices were unfavourable.

Driven by a knowledgeable and committed Board of Directors, the FPO set out to address these challenges by creating practical solutions that allow farmers to store their produce, access finance and make informed decisions about when and where to sell.

Building a Stronger Maize Value Chain

The FPO has developed activities across the maize value chain, beginning with aggregation and procurement at the village level. Maize is collected, weighed, graded and assessed for moisture before being stored. By aggregating produce and creating storage capacity, the FPO enables farmers to reduce their dependence on traders and improve their bargaining position.

The organisation is also exploring primary processing and value addition through cleaning, grading, drying, shelling and packaging. These activities create opportunities to increase the value of maize before it reaches the market, while the strong demand from poultry and cattle feed industries provides an avenue for expanding institutional markets.

Storage Turning into Market Power

One of the FPO's key interventions has been providing farmers with access to storage. Instead of selling immediately after harvest, farmers can hold their produce and monitor daily market prices before deciding when to sell.

The FPO also facilitates warehouse financing through banks and NBFCs, helping farmers meet immediate financial requirements without having to liquidate their stored stock. This combination of storage and finance gives farmers greater flexibility and strengthens their ability to negotiate for better prices.

Diversifying Farmer Services

Beyond maize, Maddipadu FPO is developing a broader portfolio of farmer-oriented businesses. Its activities include pulses processing, warehousing, direct sales through a vegetable retail outlet and cow breeding services.

These initiatives are helping the FPO create multiple sources of business while providing farmers with services that address both production and livelihood needs. By combining agricultural marketing with allied activities, the organisation is gradually building a more diversified farmer-owned enterprise.

Rapid Business Growth

The FPO's growing business activities are reflected in its financial performance. Revenue increased from approximately ₹80 lakh in FY 2023–24 to ₹8.27 crore in FY 2024–25, representing an increase of approximately 934%. Revenue is further estimated to reach around ₹9 crore in FY 2025–26, reflecting an additional growth of approximately 8.8% over the previous year. Overall, this represents an increase of approximately 1,025% from FY 2023–24 to FY 2025–26.

This rapid growth, achieved within a short period of the FPO's establishment, reflects the increasing scale of its procurement, trading, storage and value-added activities and demonstrates the potential of a farmer-owned institution to build a commercially viable business.

Creating Value by Removing the Middleman

At the heart of Maddipadu FPO's approach is the objective of reducing farmers' dependence on intermediaries. By bringing together aggregation, storage, finance and market information, the FPO is creating an environment in which farmers have greater control over their produce and the timing of sales.

The model is particularly relevant for maize, where price fluctuations can significantly affect farmer returns. Access to storage and working capital allows farmers to avoid distress sales, while collective volumes provide the FPO with greater leverage when negotiating with buyers.

Looking Ahead

Maddipadu FPO aims to deepen its presence across the maize value chain by strengthening village-level aggregation, expanding storage and processing facilities and developing stronger linkages with feed manufacturers and other institutional buyers. It also plans to expand access to warehouse finance and continue developing allied businesses that can contribute to farmer incomes.

Maddipadu Farmer Producer Company Limited's journey demonstrates how a farmer organisation can move beyond aggregation to become a market-oriented enterprise that gives farmers greater control over storage, finance and price realisation. By reducing intermediary dependence and retaining more value within the farming community, the FPO is laying the foundation for a stronger and more resilient agricultural economy.

By mastering the maize value chain from procurement to processing, we are moving our farmers from dependency to ownership, ensuring that the true value of their hard work stays right here in our community.

Mr. Navakishore
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Maddipadu Farmer Producer Company Limited

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Case Study 38

From Collective Strength to Market Success

How Manyam Sahaja Farmer Producer Company Limited is Strengthening Tribal Livelihoods Through Value Addition, Technology and Market Partnerships



Profile at a Glance

NAME:	MANYAM SAHAJA FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2017
LOCATION:	PARVATHIPURAM MANYAM, ANDHRA PRADESH
SHAREHOLDERS:	1507
KEY PRODUCTS:	CASHEW, MILLETS, PINEAPPLE, TURMERIC AND PADDY

Building a Farmer-Owned Enterprise in Tribal Communities

Manyam Sahaja Farmer Producer Company Limited was established to strengthen the livelihoods of tribal and smallholder farmers in Seethampeta Mandal, Andhra Pradesh. Communities such as Savara, Jatapu and Kondadora depend largely on agriculture, horticulture and forest-based activities but face challenges related to fragmented landholdings, limited access to quality inputs, inadequate processing facilities and dependence on intermediaries.

With support from NABARD and ARTS, the FPO has mobilised 1,507 farmers into a collective enterprise focused on improving agricultural services, market access and value addition. Through farmer committees, village-level engagement and capacity-building programmes, the organisation has strengthened collective decision-making and created a foundation for sustainable farmer-owned businesses.

Strengthening Agricultural Services and Farmer Capacity

Manyam Sahaja FPO facilitates collective procurement and distribution of seeds, bio-inputs and other agricultural materials, helping farmers access quality inputs at competitive prices. These services have benefited more than 1,000 farmers, reducing dependence on conventional input supply channels.
The organisation also conducts training on sustainable and natural farming, millet cultivation, integrated pest management, post-harvest practices and climate-resilient agriculture. These initiatives help farmers improve productivity, manage agricultural risks and adopt better cultivation practices.

Introducing Drone Technology in Tribal Agriculture

To improve agricultural efficiency, Manyam Sahaja FPO has introduced drone-based spraying services, benefiting more than 500 farmers. The technology is particularly useful in remote and hilly areas where conventional spraying is labour-intensive. Under its Rythu Mitra Sangam operations, drone services covered approximately 300 acres, demonstrating the potential for modern agricultural technologies in tribal farming.

Beyond agriculture, the FPO collaborated with ITDA Seethampeta and the Department of Public Health & Family Welfare to undertake drone-based malaria-control spraying in remote villages. This initiative demonstrates how technology-enabled services can support both agricultural development and wider community needs.

Creating Value Through Processing and Diversification
Value addition is central to Manyam Sahaja FPO's efforts to improve farmer incomes. Its cashew aggregation, processing and marketing activities have benefited more than 400 farmers, while pineapple aggregation and marketing initiatives have reached over 300 farmers. These interventions support improved produce handling, reduced post-harvest losses and better market opportunities.

The FPO also promotes women-led enterprises producing millet-based health mixes, snacks and traditional foods, benefiting over 250 women and farmers. Turmeric processing and marketing activities have reached more than 250 farmers. Together, these initiatives are strengthening local entrepreneurship, product diversification and value realisation.

Connecting Farmers with Organised Markets

Manyam Sahaja FPO facilitates aggregation and marketing of cashew, pineapple, millets and turmeric through institutional buyers, retail outlets, exhibitions and consumer markets. By strengthening packaging, branding and buyer relationships, the organisation is creating opportunities for tribal agricultural products to reach wider markets. A major achievement has been its involvement in paddy procurement through 14 procurement centres, supporting organised procurement for thousands of farmers. This initiative has strengthened institutional market access and demonstrated the FPO's ability to coordinate agricultural marketing operations at scale.

Building Growth Through Institutional Partnerships

Institutional partnerships have supported the FPO's growth, with NABARD contributing to institutional promotion and ARTS facilitating farmer mobilisation and business development. Collaborations with Navayuga Seed Park, Nuzveedu Sampada, Coasta Inputs, Kharshakamitra and Greenzone Private Limited have strengthened input supply and market linkages. Government partnerships involving the Civil Supplies Department, Agriculture Department, Agricultural Marketing Committee and MARKFED have supported procurement, technology adoption and infrastructure development, including the sanctioning of a godown. These relationships have helped expand farmer services and strengthen the organisation's operational capacity.

Strengthening Institutional and Business Sustainability

Manyam Sahaja FPO's continued development is supported by its emphasis on farmer ownership, institutional governance and diversified business activities. The organisation has established committees for procurement, finance, marketing and enterprise development, supported by systems for maintaining statutory records, stock registers, invoices, payment documentation and digital accounts. Regular leadership and capacity-building programmes are helping strengthen management practices and develop local leadership. Its activities across input supply, processing, marketing and technology services provide opportunities to generate revenue from multiple sources while reducing dependence on individual commodities.

Looking Ahead

Manyam Sahaja FPO aims to build on its experience in tribal farmer mobilisation, value addition, technology adoption and institutional marketing to develop a stronger and more sustainable agribusiness enterprise. Expanding processing facilities, strengthening branded products, improving storage infrastructure and developing long-term market partnerships will be important for its next phase of growth. Continued participation of women, rural youth and tribal producer groups can further strengthen local entrepreneurship and community ownership. By integrating agricultural services with processing, technology and organised markets.

Our vision is to empower tribal farmers by bringing together traditional agricultural knowledge, modern technology and better market opportunities. Through collective action, value addition and stronger partnerships, we aim to improve farmer incomes, create opportunities for women and rural youth, and build a sustainable farmer-owned enterprise that brings lasting prosperity to our communities.

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Case Study 39

From Farm Gate to Wider Markets

How Minapur Kisan Producer Company Limited is Building a Farmer-Centric Enterprise Through Inputs, Market Linkages and Value Addition



Profile at a Glance

NAME:	MINAPUR KISAN PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	MUZAFFARPUR, BIHAR
SHAREHOLDERS:	750
KEY PRODUCTS:	MAIZE, WHEAT, PADDY AND VEGETABLES

Creating a Common Platform for Farmers

Minapur Kisan Producer Company Limited was established to create a farmer-owned institution that could address challenges around input access, market information, bargaining power and remunerative markets. By bringing farmers together, the FPO has developed an integrated model that supports them from cultivation to marketing. The organisation combines agricultural inputs and technical guidance with aggregation, institutional procurement, digital marketing and value addition. This enables farmers to access multiple services through a common platform while gradually strengthening their participation in organised agricultural markets.

Supporting Production and Reducing Farm-Level Constraints

Through its outlet, the FPO supplies seeds, fertilisers, pesticides, bio-products and cattle feed at competitive prices. It also promotes need-based application of fertilisers and crop-protection products, integrated crop management and the use of bio-inputs. Farm machinery and equipment are made available on a rental basis, addressing the challenge of individual farmers having limited access to mechanisation. Training facilitated through CBBO experts and government departments complements these services by introducing farmers to scientific production practices and improved crop-management techniques.

Creating Multiple Pathways to Market

Minapur FPO has developed different marketing channels for different categories of produce. Wheat, paddy and maize are aggregated for bulk marketing through institutional buyers, other FPOs, government procurement channels and e-NAM. One of its significant market-linkage achievements was the supply of 300 tonnes of maize to NCCF at MSP, providing participating farmers with access to an assured institutional procurement channel. The FPO has also established linkages with organisations and platforms including ONDC, HIL, NCCF and NSC, strengthening its ability to connect farmers with inputs, services and markets.

Moving Towards Value Addition

Rather than limiting its role to the sale of raw commodities, the FPO has begun developing value-added products. Wheat is cleaned and packed, while wheat dalia is produced for retail markets. These products are marketed through the FPO's own outlet and digital channels such as ONDC. This allows the organisation to explore direct-to-consumer opportunities and diversify its revenue base beyond bulk commodity transactions. The approach represents an important transition—from simply facilitating the sale of farmers' produce to capturing additional value through processing, packaging and branding.

A Strong Business Growth Trajectory

Minapur FPO has recorded consistent growth in business turnover. Revenue increased from ₹13.28 lakh in FY 2021–22 to ₹31.83 lakh in FY 2022–23, representing growth of approximately 140%. Turnover then increased to ₹76.71 lakh in FY 2023–24, an increase of approximately 141%, and further reached ₹134.57 lakh (₹1.35 crore) in FY 2024–25, registering growth of approximately 75% over the previous year. Overall, turnover increased by approximately 913% between FY 2021–22 and FY 2024–25, growing more than tenfold in three years. This sustained expansion reflects the FPO's increasing business activity across input supply, aggregation, institutional marketing and value-added products.

Strengthening the Institution for the Next Phase

While the FPO has established multiple business channels, limited infrastructure, access to credit, technology adoption and commodity-market uncertainties continue to constrain further expansion. The next phase therefore focuses on establishing a wheat processing unit and warehouse, strengthening year-round input supply and developing additional revenue streams. Greater emphasis on packaging, branding, quality control and supply-chain development can further strengthen the market positioning of its value-added products.

Expanding the shareholder base and developing stronger infrastructure will also be important for achieving greater scale and ensuring the long-term sustainability of the organisation.

From Collective Action to Enterprise

Minapur Kisan Producer Company Limited demonstrates how an FPO can progressively address multiple farmer needs through a single institutional platform. Affordable inputs and mechanisation strengthen production, aggregation creates scale, institutional and digital channels expand market options, and value addition creates opportunities to capture a larger share of consumer value. With turnover growing from ₹13.28 lakh to ₹1.35 crore in three years, the FPO has established a strong foundation for its next stage of development—moving towards greater processing, stronger branding and a more diversified farmer-owned business.

Timely knowledge and access to the right quantity and quality of inputs have helped us improve our farming practices and productivity.

Mr. Sudhir Kumar
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Case Study 40

From Local Products to Larger Markets

How Mursan Kisan Pariwar Producer Company Limited is Building a Diversified Farmer Enterprise Through Market Access and Digital Platforms



Profile at a Glance

NAME:	MURSAN KISAN PARIWAR PRODUCER COMPANY LIMITED
REGISTRATION:	2023
LOCATION:	HATHRAS, UTTAR PRADESH
SHAREHOLDERS:	755
KEY PRODUCTS:	HING, HONEY, MAKHANA AND WHEAT

Building a Farmer-Owned Business

Mursan Kisan Pariwar Producer Company Limited was established on 29 March 2023 in Mursan, Hathras district of Uttar Pradesh, with the objective of strengthening farmers' economic opportunities through collective enterprise development. With 755 farmer shareholders, the organisation seeks to address challenges such as limited access to organised markets, dependence on local traders and inadequate opportunities for marketing agricultural products beyond the immediate region. By bringing farmers together under a common business platform, the FPO is creating opportunities to improve market participation and develop commercially viable activities that benefit its members.

The organisation has adopted a diversified business approach that combines agricultural input services, commodity marketing and the sale of locally associated products. Rather than depending entirely on conventional crop trading, the FPO is developing multiple revenue streams through a wider product portfolio and different marketing channels. This approach has enabled the organisation to expand its commercial operations within a relatively short period while laying the foundation for a more sustainable farmer-owned enterprise.

Taking Local Products to Wider Markets

A distinctive feature of Mursan FPO's business model is its focus on products such as Hathras-famous Hing (asafoetida), honey and makhana, alongside wheat, pickles and other agricultural products. These products provide opportunities to reach consumer markets beyond conventional agricultural trading channels. By developing a diversified product basket, the FPO is exploring ways to strengthen the commercial potential of locally associated products while reducing its dependence on a limited number of commodities.

The organisation has established market linkages with National Cooperative Consumers' Federation (NCCF) stores in Delhi, creating an organised channel for marketing its products to a wider consumer base. This relationship provides opportunities to expand product visibility and strengthen access to institutional retail markets. By connecting local agricultural products with larger distribution networks, the FPO is gradually building its capacity to serve markets beyond Hathras while creating new business opportunities for its farmer shareholders.

Expanding Through Digital Market Channels

Recognising the growing importance of digital commerce, Mursan FPO has registered on the Open Network for Digital Commerce (ONDC) and the Government e-Marketplace (GeM). These platforms provide additional opportunities to connect with buyers, explore institutional procurement and expand the organisation's presence in digital markets. ONDC offers a framework for reaching consumers through participating digital commerce applications, while GeM provides access to government procurement opportunities, subject to applicable product and seller requirements.

The integration of digital platforms with existing physical market relationships reflects the FPO's efforts to adopt a more diversified marketing strategy. As its product portfolio expands, these channels can support wider market visibility, customer outreach and more efficient business transactions. Strengthening product listings, packaging standards, order fulfilment and digital marketing capabilities will be important for converting platform registration into consistent sales and developing a recognisable market identity.

Supporting Farmers Beyond Marketing

Alongside its marketing activities, Mursan FPO operates an agricultural input shop to improve farmers' access to essential production requirements. The facility serves as a local point for sourcing agricultural inputs, helping members meet their seasonal cultivation needs through an organised channel. By combining input services with commodity marketing, the FPO is strengthening its engagement with farmers at different stages of the agricultural cycle while developing an additional business activity.

The organisation also promotes farmer capacity building through awareness programmes and training on modern cultivation practices, quality production and sustainable agriculture. These initiatives aim to improve farmers' understanding of appropriate agricultural technologies, efficient resource use and market-oriented production. By supporting both production and marketing requirements, the FPO is gradually developing into a broader agricultural service institution rather than functioning solely as a trading enterprise.

Rapid Business Expansion

Mursan FPO has demonstrated substantial growth in its commercial activities since its establishment. Turnover increased from ₹80 lakh in FY 2023–24 to ₹8.27 crore in FY 2024–25, representing growth of approximately 934% in a single year. For FY 2025–26, turnover is estimated at approximately ₹9 crore, which would represent a further increase of around 9% over the previous year. If achieved, this would take the organisation's business to more than 11 times its FY 2023–24 level, reflecting the rapid expansion of its marketing operations and diversified product portfolio. While profitability figures were not provided, strengthening margins, improving operational efficiency and developing commercially sustainable revenue streams will be important for consolidating this growth.

Preparing for the Next Phase

As Mursan FPO expands, improving access to working capital, storage infrastructure and efficient transportation will be essential for managing larger business volumes and responding to market demand. The organisation also has opportunities to strengthen branding, packaging and product differentiation around Hing, honey, makhana and other locally associated products, while developing deeper relationships with institutional buyers and retail networks. Greater utilisation of ONDC and GeM, supported by stronger digital marketing and fulfilment capabilities, can further expand its market reach. By combining diversified products, institutional partnerships and emerging digital channels, Mursan Kisan Pariwar Producer Company Limited is working towards consolidating its rapid business growth into a financially sustainable and recognisable farmer-owned enterprise.

We have built a transparent, farmer-first model that successfully scales rural livelihoods. By securing direct market access and advancing sustainable agriculture, our FPO has turned traditional farming into a resilient, high-growth business.

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Case Study 41

From Women Farmers to Market Entrepreneurs

How Naidupeta BRDS Women Farmers Producer Company Limited is Building a Farm-to-Retail Model for Horticulture



Profile at a Glance

NAME:	NAIDUPETA BRDS WOMEN FARMERS PRODUCER COMPANY LIMITED
REGISTRATION:	2024
LOCATION:	NAIDUPETA, ANDHRA PRADESH
SHAREHOLDERS:	752
KEY PRODUCTS:	CHILLI AND TOMATO

Building a Women-Led Farmer Enterprise

Naidupeta BRDS Women Farmers Producer Company Limited was established with the objective of enabling small and marginal women farmers to participate more actively in agricultural business. Rather than functioning only as a platform for input supply or commodity aggregation, the FPO is developing a more integrated model in which women farmers participate across production, collection and retail marketing. Its ten-member Board has played an active role in developing the organisation's business activities and strengthening farmer participation. Within a short period, the FPO has begun building a commercially oriented institution around horticulture, with a long-term ambition of becoming a significantly larger farmer-owned enterprise.

Connecting the Farm Directly with Retail

A distinctive feature of the FPO's model is its effort to shorten the distance between farmers and consumers. Vegetables are procured from member farmers and brought to collection centres for sorting and grading before being supplied to the FPO's own supermarkets. This creates an alternative to conventional marketing channels in which farmers may have limited control over how their produce reaches consumers. The retail outlets are reported to generate approximately ₹40,000 in daily sales, demonstrating the potential of combining farmer aggregation with direct retail. For participating farmers, this model creates an opportunity to move from being only producers to becoming stakeholders in the marketing of their produce.

Building Services Around Production

The FPO operates an agricultural input business supplying seeds, fertilisers and other farm requirements. The input business crossed approximately ₹1 crore within the first year, indicating strong demand for locally accessible farmer services. This commercial activity is complemented by agronomy support. Farmer meetings, field visits, product demonstrations and technical training are organised in collaboration with Bayer FarmRise One, helping members strengthen crop-management practices and make better production decisions. The FPO is also encouraging farmers to explore organic vegetable cultivation where commercially viable, particularly for produce that can be differentiated and marketed through its retail network.

Creating a Business Around Horticulture

Chilli, tomato and other vegetables present significant opportunities but also expose farmers to challenges such as price volatility, perishability and limited storage. Naidupeta FPO's collection-centre and supermarket model provides a practical response by connecting production more closely with consumer demand. Sorting and grading can improve the marketability of produce, while direct retail provides an additional channel when conventional markets are less favourable. The model therefore creates the foundation for a more organised horticulture value chain—from farm production and aggregation to quality management and final sale.

Building Financial Scale

For FY 2025–26, the FPO has reported revenue of approximately ₹96 lakh. Since comparable annual revenue and profit/surplus figures for earlier financial years were not provided, a year-on-year growth comparison cannot yet be calculated reliably. For a relatively young organisation, the emerging business scale reflects the potential of combining input services with direct horticulture marketing. Going forward, tracking profitability alongside turnover will be important for assessing the long-term commercial sustainability of the supermarket and aggregation model.

Recognition and Growing Visibility

The FPO's early progress has received recognition through a Best FPO Award from the Horticulture Department. Its development as a women-led collective is particularly significant because it positions women not only as cultivators but as shareholders and participants in an agricultural enterprise. The organisation's progress demonstrates the potential for women-led FPOs to combine farmer services with market-facing businesses.

Looking Ahead

The FPO's next challenge is to scale its model while maintaining commercial viability. Horticultural produce is highly exposed to market-price fluctuations and post-harvest losses, making stronger storage, collection and market-planning systems important. There is also an opportunity to develop the supermarket network into a stronger farm-to-retail channel, supported by better grading, packaging and consumer positioning.

Organic and differentiated vegetables could become an additional opportunity where production economics and consumer demand justify the transition. Naidupeta BRDS Women Farmers Producer Company Limited's journey demonstrates how a women-led FPO can progress beyond conventional aggregation by connecting production directly with retail markets.

By combining farmer services, technical support, collection infrastructure and its own sales outlets, the organisation is creating a model in which women farmers can participate in a greater share of the agricultural value chain.

We are encouraging our member farmers to grow more organic vegetables so that their margins improve and we can market the produce through our own supermarkets.

Mr. Chandra Shekar
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Case Study 42

From Farmer Collective to a Growing Market-Oriented FPO

How Negila Siddha Farmer Producer Company Limited is Building a Stronger Agricultural Enterprise Through Collective Marketing, Value Addition and Farmer Services



Profile at a Glance

NAME:	NEGILA SIDDHA FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	TUMAKURU, KARNATAKA
SHAREHOLDERS:	750
KEY PRODUCTS:	RAGI, COCONUT, TAMARIND, MILLETS AND OTHER LOCAL AGRICULTURAL PRODUCTS

Building a Farmer-Centric Business Platform

Negila Siddha Farmer Producer Company Limited was established in Koratagere block of Tumakuru district to address the challenges faced by farmers in accessing quality inputs, scientific farm advisory and organised markets. Initially, farmers largely marketed their produce individually, limiting their bargaining power and increasing their dependence on intermediaries.

The FPO gradually developed a farmer-oriented business model that brings together input supply, aggregation, processing, marketing and advisory services. Its input shop, established in 2023, provides farmers with timely access to fertilizers, pesticides, agricultural tools and machinery at competitive prices, while collective procurement and marketing enable members to participate more effectively in organised markets.

Turning Collective Marketing into Opportunity

The FPO aggregates commodities such as ragi, coconut and tamarind based on season and market demand and supplies them in bulk to buyers. It has also ventured into value addition, particularly tamarind processing through seed removal, packing and direct sales.

Its product portfolio has expanded to include packed groundnut oil, jaggery powder, rice, horse gram, millets and other locally produced agricultural products. By combining aggregation with processing and direct marketing, the FPO is gradually creating opportunities to retain more value within the farmer community.

Strengthening Farmers Through Knowledge and Services

Scientific farming and capacity building form an important part of the FPO's approach. More than 140 soil samples have been tested, enabling farmers to receive crop-specific recommendations based on soil conditions. Training programmes and field-level activities have covered soil health, nutrient management, disease management, organic matter management, multi-crop farming and sustainable agricultural practices.

Regular Farmer Interest Group meetings, field visits and demonstrations have strengthened communication between farmers and the FPO. Exposure visits to institutions such as KVK Hirehalli and other farmer organisations have further helped farmers and FPO representatives learn about improved agricultural practices, machinery and value-added opportunities.

The FPO has also invested in strengthening its own institutional capacity through CEO, accountant and domain-expert training programmes, helping build a more professionally managed farmer organisation.

Improving Farmer Returns Through Collective Action

The benefits of collective marketing are visible in the experience of FPO member Shri Rajashekhar from Kurihalli village, who sold 2,000 coconuts through the FPO. He received ₹14 per coconut without commission or transportation charges, compared with an estimated ₹10–11 per coconut if sold outside the FPO, along with additional marketing costs.

The FPO collected the coconuts directly from his farm, reducing the farmer's transaction burden while improving price realisation. Such experiences are strengthening farmer confidence in collective marketing and encouraging greater participation in the FPO.

A Growing Business Enterprise

Negila Siddha FPO has recorded significant growth in turnover since its establishment. Revenue increased from ₹8.18 lakh in FY 2022–23 to ₹19.44 lakh in FY 2023–24, representing a growth of approximately 137.7%. Turnover then rose sharply to ₹77.72 lakh in FY 2024–25, marking an increase of approximately 299.8% over the previous year. In FY 2025–26, the FPO recorded a turnover of ₹76.64 lakh, including approximately ₹24.53 lakh from aggregation activities, reflecting a marginal decline of around 1.4% compared to FY 2024–25. Overall, the FPO's turnover increased by approximately 837% between FY 2022–23 and FY 2025–26, demonstrating substantial business expansion since its early years. This growth reflects the FPO's expanding business portfolio and its transition from a newly established farmer institution towards a more diversified and market-oriented enterprise.

From Market Access to Farmer Empowerment

Negila Siddha's journey demonstrates that an FPO's role can extend well beyond aggregation. By combining input access, collective marketing, value addition, scientific advisory and capacity building, the organisation is creating an integrated support system for its members.

The FPO's progress has also received external recognition, including the CII FPO Excellence Award – 2025, reflecting its efforts to build a stronger and more professionally managed farmer institution.

Looking Ahead

Negila Siddha FPCL aims to strengthen its aggregation and value-addition businesses, expand market linkages and increase farmer participation. Continued focus on scientific advisory, soil health, product development and professional management will support the FPO's next phase of growth.

Its journey demonstrates how a farmer-owned organisation can gradually transform fragmented individual activities into a collective, market-oriented enterprise, enabling farmers to access better services, reduce transaction costs and participate more effectively in agricultural value chains.

> ***Through collective action and stronger market linkages, our aim is to ensure that farmers receive better value for their produce while gaining access to the knowledge, inputs and services needed to build sustainable agricultural livelihoods.***

Rajesh
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Case Study 43

From Coconut Aggregation to Integrated Farmer Services

How Palamalai Farmer Producer Company Limited is Creating New Market Opportunities for Coconut Growers



Profile at a Glance

NAME:	PALAMALAI FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	COIMBATORE, TAMIL NADU
SHAREHOLDERS:	750
KEY PRODUCTS:	COCONUT

Building a Strong Coconut-Focused FPO

Palamalai Farmer Producer Company Limited was established in 2021 in PN Palayam Block of Coimbatore district with coconut identified as the key crop for collective action. With 750 farmer members, including 162 women, the FPO aims to strengthen farmers' access to agricultural inputs, organised markets and value-added opportunities.

Led by committed farmer representatives with experience in agricultural production and collective marketing, the FPO has developed a business model centred on coconut aggregation, input supply, primary processing and direct marketing. Its focus is to create stronger market linkages while providing practical services that address farmers' day-to-day needs.

Strengthening the Coconut Value Chain

Coconut aggregation is the FPO's primary business activity. By bringing together farmers' produce, the organisation has been able to build commercial scale and negotiate with buyers more effectively. Its coconut aggregation business recorded a turnover of approximately ₹1.27 crore in the last financial year, making it a significant contributor to the FPO's overall business.

The FPO has also expanded into coconut-based value-added services and products. These include coconut tonic, coconut root feeding and processing and marketing of coconut products. Through these activities, the FPO is creating opportunities to generate value beyond the sale of raw coconuts.

Taking Farmer Services Closer to the Farm

A distinctive feature of Palamalai FPO is its focus on direct farmer services. It operates two outlet shops at Veerapandi and Vedapatti, providing access to agricultural inputs such as Bannari Bio products, neem cake and TNAU coconut tonics.

The FPO has also introduced farm management services, described as the first such initiative in the block. These services provide farmers with practical support for managing coconut cultivation and improving farm-level productivity.

The organisation has further explored digital market opportunities, including marketing coconut oil through ONDC, helping connect farmer-produced products with wider consumer markets.

Creating Direct Market Opportunities

The FPO's retail initiatives are helping create direct channels between farmers and consumers. Its efforts to establish farmer-linked retail outlets have received recognition, including a mention by the Ministry of Agriculture & Farmers Welfare for its initiative in bringing multiple retail outlets closer to consumers.

By combining aggregation, retail, input services and value-added products, Palamalai is gradually developing an integrated coconut ecosystem in which farmers can access both services and markets through their own institution.

Growing Business Performance

The FPO's financial performance reflects the expansion of its business activities. Revenue increased from ₹55.85 lakh in FY 2023–24 to ₹1.01 crore in FY 2024–25, representing an increase of approximately 80.8%. Revenue further increased to ₹1.27 crore in FY 2025–26, marking a growth of approximately 25.7% over the previous year. Overall, the FPO's revenue grew by approximately 127.4% between FY 2023–24 and FY 2025–26, demonstrating a significant expansion in the scale of its business operations. Although the FPO recorded a surplus in the first two years, FY 2025–26 ended with a deficit of approximately ₹3.69 lakh, indicating the need to further strengthen operational efficiency and profitability as the organisation continues to expand its business activities and farmer services.

Building a Sustainable Farmer Enterprise

Palamalai FPO's journey demonstrates how a commodity-focused FPO can evolve beyond aggregation by developing an integrated ecosystem of farm services, input supply, processing, retail and market access. Its focus on coconut-based services and direct farmer-consumer linkages is creating new avenues for value creation while strengthening the organisation's connection with its members.

The FPO has also faced challenges in obtaining fertiliser dealerships and managing regulatory and compliance requirements. Addressing these institutional and operational challenges will be important as it scales its business.

Looking Ahead

Palamalai Farmer Producer Company Limited aims to strengthen its coconut aggregation business, expand value-added processing and further develop its retail and farm-management services. By improving market linkages and bringing more farmer-produced products directly to consumers, the FPO is working towards building a stronger and more sustainable coconut-based enterprise.

Our vision is to strengthen coconut farmers through collective action, better market access and value addition. By working together, we aim to improve farmer incomes, create sustainable business opportunities and build a strong farmer-owned enterprise that delivers lasting benefits to our members.

Boopathi Easwaran
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Case Study 44

From Drought-Prone Fields to a Growing Farmer Enterprise

How Puintala Pragati Farmer Producer Company Limited is Strengthening Farmer Livelihoods Through Climate-Resilient Agriculture, Seed Processing and Market Partnerships



Profile at a Glance

NAME:	PUINTALA PRAGATI FARMER PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	BALANGIR, ODISHA
SHAREHOLDERS:	2022
KEY PRODUCTS:	PULSES, VEGETABLES, NUTRIENT-ENRICHED RICE, PADDY AND SEEDS

Building a Farmer-Owned Enterprise in a Drought-Prone Region

Puintala Pragati Farmer Producer Company Limited was established on 21 December 2022 in Balangir district of Odisha, with the objective of strengthening agricultural livelihoods in a region frequently affected by water scarcity and recurring droughts. Puintala Block faces significant agricultural challenges due to limited irrigation facilities, low groundwater availability and dependence on rainfall. Farmers traditionally relied heavily on single-season paddy cultivation, making their incomes vulnerable to irregular monsoons, crop losses and uncertain market conditions. Recognising the need for a more resilient agricultural system, the FPO was promoted with the support of NABARD and Mahashakti Foundation under the Central Sector Scheme for the Formation and Promotion of 10,000 FPOs.

With 773 farmer shareholders, including 316 women, the organisation has developed into a collective platform connecting farmers with agricultural services, technical institutions, government departments and organised markets. Its approach focuses on encouraging market-oriented crop production, improving access to quality inputs and creating opportunities for processing and value addition. By promoting collective enterprise development and stronger institutional partnerships, the FPO is working to address the challenges faced by small and marginal farmers while building a commercially sustainable agricultural business.

Building Financial and Institutional Strength

One of Puintala Pragati FPO's early achievements was mobilising ₹15 lakh in share capital within one year of incorporation, meeting its targeted capital contribution under the FPO promotion scheme. The organisation subsequently received an equity grant of ₹15 lakh and secured a ₹50 lakh working capital loan from Odisha Gramya Bank, Balangir Branch. Together, these resources have provided access to approximately ₹80 lakh in business capital, strengthening its ability to undertake agricultural procurement, input distribution and other commercial activities. This early financial mobilisation reflects the organisation's efforts to establish a strong foundation for business growth.

Promoting Climate-Resilient and Nutritious Rice

Recognising the vulnerability of conventional paddy cultivation to recurring droughts, Puintala Pragati FPO has promoted the adoption of drought-tolerant and nutrient-enriched rice varieties with technical guidance from Krishi Vigyan Kendra (KVK), Balangir, and the International Rice Research Institute (IRRI). These include rice varieties selected for improved nutritional characteristics, such as zinc and protein content, and low glycaemic index. During a recent Kharif season, when rainfall declined towards the end of the crop cycle, the drought-tolerant varieties demonstrated encouraging performance compared with crops affected by moisture stress, helping participating farmers protect their agricultural incomes.

The initiative has expanded considerably, with the area under special rice cultivation increasing from approximately one hectare in 2023 to 150 hectares. This expansion reflects growing farmer interest in crop varieties that combine climate resilience with market potential. Beyond introducing improved seeds, the FPO is encouraging farmers to adopt soil testing, bio-based pest management, organic manure application and standard cultivation practices. By developing crop-specific production clusters and promoting quality-oriented farming, the organisation aims to improve productivity, reduce climate-related risks and create opportunities for differentiated agricultural products.

Building New Opportunities Beyond Conventional Crops

Puintala Pragati FPO has made seed production and crop diversification important components of its strategy to improve farmer incomes and reduce dependence on conventional paddy cultivation. With guidance from government and development institutions, the organisation has developed paddy and pulse seed production clusters, encouraging farmers to adopt quality-oriented and market-driven cultivation practices. During the reported Kharif season, these initiatives benefited approximately 240 farmers, each earning an additional ₹5,000. To strengthen its value chain, the FPO has established a pulses and paddy seed processing facility with a capacity of 1.5 tonnes per hour, supported by LTI Mindtree through Mahashakti Foundation. The facility will enable the organisation to expand processing activities and develop seed products under its PPragati brand, creating opportunities for greater value realisation.

Alongside seed production, the FPO is promoting Deshi Moong (green gram) and red gram cultivation on fallow land after paddy harvesting, enabling farmers to utilise available land more productively and generate additional income. The organisation aggregates and markets pulses after primary processing while exploring opportunities in banana, oilseeds, potato, maize and other commercially viable crops. Through demonstration farming on leased land, technical guidance and crop-specific cluster development, the FPO is encouraging farmers to adopt diversified and climate-resilient agricultural practices. These efforts are helping strengthen local production systems, expand market opportunities and build a more resilient agricultural economy in the drought-prone Puintala region.

Strengthening Farmer Services and Market Access

Alongside crop development, Puintala Pragati FPO has established agricultural input and marketing services to support farmers across the production cycle. As a direct dealer for IFFCO products, the organisation facilitates access to agricultural inputs through its retail outlet. It has also acquired a drone and an electric auto, creating opportunities to improve agricultural service delivery and local logistics. Regular farmer training, field visits and demonstrations help promote improved crop management, quality production and the adoption of appropriate agricultural technologies.

The organisation has developed both business-to-business (B2B) and business-to-consumer (B2C) marketing channels, connecting farmers with traders, buyers and consumers. Its emphasis on organised sales and reliable market relationships has helped strengthen farmer confidence in collective business activities. By acting as a bridge between farmers, government institutions, development organisations and commercial buyers, the FPO is gradually developing an integrated agricultural service model. Its focus on quality standards, processing and market-oriented production is expected to support wider market access and stronger value realisation for participating farmers.

Expanding Business and Financial Performance

Puintala Pragati FPO's expanding activities are reflected in its financial performance. Revenue increased from ₹47.69 lakh in FY 2023–24 to ₹1.18 crore in FY 2024–25, representing growth of approximately 146.5%. In FY 2025–26, revenue further increased to ₹1.57 crore, registering an additional 33.9% growth. Overall, the organisation's turnover expanded by approximately 230% over two years, reflecting the growing scale of its agricultural input, seed processing and marketing activities. During the same period, profit/surplus increased from ₹78,485 in FY 2023–24 to ₹1.02 lakh in FY 2024–25 and ₹1.43 lakh in FY 2025–26, representing an overall increase of approximately 82%. This improvement demonstrates progress in building its business operations, although strengthening profitability alongside turnover growth will remain important for long-term financial sustainability.

Preparing for the Next Phase

Despite its progress, Puintala Pragati FPO continues to face challenges related to land availability and access to adequate finance for infrastructure development. Strengthening storage, processing and logistics facilities will be important for managing larger business volumes and expanding its presence in higher-value markets. The organisation aims to build on its achievements in climate-resilient rice cultivation, seed production, crop diversification and organised marketing by developing stronger production clusters and expanding its PPragati brand. Continued collaboration with research institutions, financial organisations, government departments and market partners will be essential for sustaining growth. By combining climate-resilient agriculture with processing, quality production and collective marketing, Puintala Pragati Farmer Producer Company Limited is working towards becoming a financially sustainable farmer-owned enterprise that creates better livelihood opportunities for small and marginal farmers in the drought-prone region of Balangir.

> ***Our mission is to bring small and marginal farmers together and help them produce crops that are both profitable and in demand. By providing access to knowledge, quality inputs, processing facilities and better markets, we aim to build a sustainable and equitable agricultural system where farmers grow together and contribute to the nation's development.***

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Case Study 45

From Collective Strength to Market Growth

How Rambha Farmers Producer Company Limited is Strengthening Market Opportunities Through Diversification, Digital Channels and Value Addition



Profile at a Glance

NAME:	RAMBHA FARMERS PRODUCER COMPANY LIMITED
REGISTRATION:	2023
LOCATION:	GANJAM, ODISHA
SHAREHOLDERS:	750
KEY PRODUCTS:	VEGETABLES, TOMATO AND GROUNDNUT

Building Collective Strength

Rambha Farmers Producer Company Limited was established in a region where farmers traditionally marketed their produce individually, often with limited bargaining power and few options beyond local traders. The FPO was created to bring these farmers together and develop an organised platform for inputs, production support and marketing.

The institution has expanded rapidly from 300 shareholders in its initial phase to 750 farmers, reflecting increasing participation and confidence in the collective model. Its approach is built around strengthening farmers' position at both ends of the value chain—reducing production constraints while creating wider and more transparent market opportunities.

Diversifying the Farmer Business Portfolio

The FPO has developed a diversified portfolio that goes beyond conventional commodity marketing. Alongside vegetables, tomato and groundnut, its business activities cover locally important commodities and value-added products including ragi, ragi powder, dry fish, chilli powder and methi powder.
Input supply provides farmers with access to agricultural inputs through an organised channel, while the FPO's outlet creates a platform for selling its products locally. It also operates a Suchana Kendra, extending online services and information access to the farming community. By combining agricultural business with value-added products and farmer services, Rambha FPO is creating multiple opportunities for engagement rather than depending on a single crop or revenue stream.

Opening Multiple Doors to the Market

Market diversification is central to the FPO's strategy. Partnerships and linkages have been developed with organisations and platforms including NSC, OSSC, NCCF, HIL, e-NAM and ONDC, alongside government convergence programmes. Through these channels, farmers have greater flexibility to identify buyers and compare market opportunities. Digital platforms such as e-NAM and ONDC are particularly important in extending the FPO's reach beyond conventional local markets, while FPO-to-FPO transactions create additional opportunities for both input and output businesses.

The organisation follows a relatively prudent aggregation model, facilitating bulk sales and market connections rather than committing excessive working capital to inventory. This helps reduce exposure to price fluctuations while allowing the FPO to build its market capabilities progressively.

Using Value Addition to Create New Opportunities

Value-chain development represents the next layer of Rambha FPO's business model. Processing and value addition enable the organisation to diversify from primary produce into products that can reach retail and digital markets. This approach is supported by processing facilities, market-oriented product development and efforts to improve packaging and sales channels. The combination of offline outlets and online platforms provides an opportunity to connect local agricultural products with a broader consumer base. The FPO is also promoting crop diversification. Encouraging legume cultivation after paddy, for example, helps farmers make more productive use of their land while reducing dependence on a single crop cycle.

Strengthening the Institution and its Farmers

Institutional capacity has developed alongside the business. The FPO has successfully accessed an equity matching grant of ₹30 lakh and established a ₹5 lakh credit linkage, creating a stronger financial base for future operations. Training, demonstrations and exposure programmes have helped strengthen the capabilities of both farmer members and the Board of Directors. Farmers have received guidance on scientific packages of practices for paddy and vegetables, while Board engagement has improved as the organisation has matured. These interventions have helped position the FPO not simply as a marketing intermediary, but as a platform for knowledge sharing, enterprise development and collective decision-making.

Building a Steady Business Base

Rambha FPO recorded revenue of ₹24.81 lakh in FY 2023–24, which increased to ₹36.77 lakh in FY 2024–25, representing growth of approximately 48%. Revenue further increased to ₹38.51 lakh in FY 2025–26, registering growth of approximately 5% over the previous year. Overall, revenue increased by approximately 55% between FY 2023–24 and FY

2025–26. The FPO has remained profitable throughout the reported period. Surplus increased from ₹85,987 in FY 2023–24 to ₹98,784 in FY 2024–25, an increase of approximately 15%. In FY 2025–26, surplus stood at ₹96,016, representing a marginal decline of approximately 3% from the previous year, while remaining around 12% higher than FY 2023–24. The financial trajectory reflects a steadily expanding business base, with an opportunity to strengthen margins further as higher-value activities and diversified market channels mature.

Turning Market Access into Farmer Opportunity

Rambha FPO's progress demonstrates how collective action can address some of the constraints that individual farmers find difficult to overcome alone. Multiple marketing channels improve farmers' ability to choose buyers, market intelligence supports better selling decisions, and institutional procurement can reduce the risk of distress sales. The FPO's next opportunity lies in deepening these gains through stronger processing and value addition, expanding digital and institutional markets, and building commercially viable product lines around its diversified portfolio. By connecting collective production, farmer services, value addition and multiple routes to market, Rambha Farmers Producer Company Limited is opening new doors for farmers while building the foundations of a sustainable farmer-owned enterprise.

We were cultivating vegetables but faced difficulties in selling them and were not receiving the right price. After the FPO's intervention, these challenges have been significantly reduced.

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Case Study 46

From Collective Action to Climate-Resilient Growth

How Shergarh Kisan Producer Company Limited is Building a Diversified and Market-Oriented Farmer Enterprise



Profile at a Glance

NAME:	SHERGARH KISAN PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	BAREILLY, UTTAR PRADESH
SHAREHOLDERS:	905
KEY PRODUCTS:	MUSTARD AND WHEAT

Building a Strong Farmer Institution

Operating in the flood-prone sugarcane belt of Shergarh, Bareilly, Shergarh Kisan Producer Company Limited was established in 2021 to strengthen farmers' access to inputs, technology and organised markets. With 905 members, the FPO has steadily developed from a farmer collective into a diversified agricultural enterprise focused on improving market access and building resilience against climate and market risks.
The FPO has placed strong emphasis on institutional development, farmer participation and business diversification. Its activities now span agricultural inputs, output marketing, farm mechanisation, processing, storage, value-added products and emerging climate-linked businesses.

Strengthening Access to Quality Inputs

SKPCL operates as a licensed supplier of essential agricultural inputs, including seeds, DAP, urea, NPK, zinc, sulphur, nano and bio-fertilisers. More than 300 farmer members regularly purchase inputs through the FPO, helping improve access to quality products.
The FPO has developed sourcing and market linkages with organisations including National Seeds Corporation (NSC), IFFCO-MC, Dhanuka, DeHaat and Lab to Land. It has also established an NSC seed outlet through a POS-enabled system, through which approximately 1,000 bags (400 quintals) of wheat seed have been sold.

Creating Direct and Digital Market Linkages

The FPO's market-oriented approach has helped farmers access more organised channels for selling their produce. With an APMC trading licence, SKPCL undertakes agricultural produce trading and has developed institutional linkages with buyers such as VAMCOM and Guru Nanak Flour Mill.

The FPO has marketed approximately 160 MT of wheat and 2 MT of mustard, while digital platforms have created additional opportunities for farmers. Through e-NAM, 22 vegetable farmers have been supported and approximately 30 MT of produce has been traded digitally.

Adding Value Through Processing and Mechanisation
SKPCL is expanding beyond primary marketing by investing in processing and storage infrastructure. An 1,800 sq. ft. wheat flour mill has been established under the PMFME scheme, while a 100 MT seed godown provides additional storage capacity.

The FPO has also developed a diversified value-added product portfolio, including turmeric and chilli powder, mustard oil, honey, spices, pickles, vinegar and hing. These initiatives are helping the organisation capture greater value beyond the farm gate.

Farm mechanisation is another important component of its farmer services. Through its Farm Machinery Bank, farmers can access tractors, laser levellers, seed drills and super seeders at concessional rates. More than 160 farmers have benefited from these services, reducing the cost and difficulty of accessing farm machinery individually.

Building a Climate-Smart Agricultural Enterprise

Climate resilience is emerging as an important pillar of SKPCL's future strategy. The FPO has partnered with Varaha Agri Climate Pvt. Ltd. to introduce carbon-credit opportunities, with 16 farmers currently enrolled and an expansion target of 100 acres by 2026.

The FPO has also signed an MoU with Carbon Circle for Napier grass cultivation linked to a compressed biogas (CBG) plant. Around 20 acres have already been brought under cultivation, generating approximately 300 MT of supply, with plans to expand to 100 acres.

These initiatives are creating potential new income streams for farmers while encouraging more sustainable and climate-resilient agricultural practices.

Expanding Seed Production and Export Readiness

SKPCL has also entered seed production in partnership with NSC. Foundation seeds have been provided for mustard and wheat cultivation across 8 hectares and 24 hectares, respectively, with a buy-back arrangement for the produced seed. This provides farmers with an assured market and the potential to earn better returns through seed production.

The FPO is simultaneously preparing for wider market opportunities. It has obtained an Import-Export Code, registered with APEDA and MCX, and trained approximately 750 farmers on mentha oil trading through digital auctions, strengthening awareness of organised commodity markets.

Strong Business Growth

The FPO's expanding activities are reflected in its financial performance. Turnover increased from ₹13.25 lakh in FY 2022–23 to ₹23.03 lakh in FY 2023–24, representing a 73.8% increase, and further to ₹71.39 lakh in FY 2024–25, marking a 210% increase over the previous year. Overall, annual turnover grew by approximately 438.8% between FY 2022–23 and FY 2024–25, reflecting a more-than-five-fold expansion in just two years. Turnover stood at ₹60.67 lakh in FY 2025–26 up to November, taking cumulative turnover to approximately ₹1.68 crore. This strong growth reflects increasing member participation, higher transaction volumes and the FPO's ability to diversify and scale its business despite climate and market uncertainties.

Creating a Future-Ready Farmer Enterprise

Shergarh Kisan Producer Company Limited's journey demonstrates how an FPO can build resilience by combining collective procurement, direct market access, processing, mechanisation and climate-smart agriculture. Rather than depending on a single commodity or business activity, the organisation is creating multiple avenues for farmer services and revenue generation.

Going forward, SKPCL aims to expand its membership and operational geography, strengthen institutional and export market linkages, scale processing and branding, and promote greater participation of women and youth in agribusiness. Wider adoption of climate-smart practices will remain central to its strategy.

"Our vision is to empower small and marginal farmers by ensuring access to quality agricultural inputs, better market opportunities and essential farming services. Through collective efforts, we aim to strengthen farmer livelihoods, improve incomes and build a sustainable farmer-owned enterprise that creates lasting value for our members."

Ataul Rahman Khan
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Case Study 47

From Collective Strength to Pomegranate Prosperity

How South Region Pomegranate Growers Producer Company Limited is Building a Stronger, Technology-Enabled Farming Ecosystem



Profile at a Glance

NAME:	SOUTH REGION POMEGRANATE GROWERS PRODUCER COMPANY LIMITED
REGISTRATION:	2021
LOCATION:	HASSAN, KARNATAKA
SHAREHOLDERS:	400
KEY PRODUCTS:	POMEGRANATE

A Farmer-Centric Institution Takes Root

Established in 2021, South Region Pomegranate Growers Producer Company Limited was formed to address key challenges faced by pomegranate growers, including access to quality inputs, scientific cultivation practices, water management, pest and disease control and remunerative markets. From its inception, the FPO has focused on creating an integrated platform that combines agricultural services, technical guidance and market access. Today, it reaches more than 4,000 farmers across Karnataka and has grown into a professionally managed farmer institution with 400 shareholders, eight Board members and 12 employees.

Taking Scientific Farming to the Field

The FPO has developed a comprehensive range of farmer services covering quality input supply, technical advisory, soil testing, crop monitoring, irrigation planning and farmer training. It has built linkages with 30 pesticide companies, eight fertilizer companies and nine irrigation and agri-implement companies, helping growers access agricultural inputs and technologies at competitive prices.

Scientific crop management is central to the FPO's approach. Regular field visits, demonstrations and technical meetings provide farmers with practical guidance on crop nutrition, pest and disease management and improved cultivation practices. Technical programmes with the National Research Centre on Pomegranate (NRCP), Solapur, also provide growers access to expert knowledge and research-based practices.

The FPO has facilitated more than 200 soil tests with support from RSK, Yara Fertilizers and SPIC, enabling farmers to make better-informed nutrient-management decisions. It has also promoted weather-based decision-making through FASAL weather forecasting devices installed in farmer fields. Support for drip irrigation planning and installation further encourages efficient water use and sustainable crop production.

Strengthening Market Access

Market facilitation is another important area of the FPO's work. By aggregating produce and developing buyer linkages, the organization is helping farmers access more organized markets and reduce dependence on fragmented individual marketing. It has established connections with more than 25 active buyers across Karnataka, Maharashtra and Tamil Nadu and is also creating opportunities through organized and digital platforms such as BigBasket and Ninjacart.

A Strong and Growing Business Foundation

The FPO's expanding activities are reflected in its strong financial performance. Revenue increased from ₹8.16 crore in 2022–23 to ₹13.64 crore in 2023–24, registering a growth of approximately 67.2%, and further rose to ₹21.60 crore in 2024–25, representing an increase of 58.4% over the previous year. Overall, revenue grew by approximately 164.7% between 2022–23 and 2024–25. During the same period, profit/surplus increased significantly from ₹8.49 lakh in 2022–23 to ₹1.04 crore in 2023–24, an increase of approximately 1,125%, and further to ₹2.67 crore in 2024–25, representing growth of approximately 156.7% over the previous year. Overall, profit/surplus increased by more than 3,044% over the two-year period. This sustained growth demonstrates the FPO's strengthening business model, operational capacity and financial sustainability, while enabling it to continue expanding farmer-oriented services.

Creating Scale Through Collective Action

By bringing thousands of pomegranate growers into an organized network, the FPO is creating scale across production, services and markets. Farmers associated with the organization are projected to produce pomegranates valued at approximately ₹400 crore, highlighting the economic potential of the producer community.

The FPO's collective approach is helping growers gain better access to knowledge, inputs, technology and markets while strengthening their ability to respond to changing agricultural conditions. Its journey demonstrates how a farmer-owned institution can evolve beyond aggregation to become a comprehensive platform for agricultural development.

Looking Ahead

Climate variability, pest and disease pressures and market-price fluctuations remain key challenges for pomegranate growers. The FPO is addressing these through continued farmer awareness, technical advisory, technology adoption and market development. Going forward, it aims to strengthen digital and organized market channels, expand its buyer network and further improve access to scientific and technology-based farming solutions.

South Region Pomegranate Growers Producer Company Limited's journey demonstrates the potential of collective action to build a more resilient and profitable pomegranate value chain. By combining farmer ownership, professional management, technology, knowledge and market access, the FPO is creating new opportunities for growers and laying the foundation for sustainable growth.

Our goal is to make advanced agricultural technologies, quality inputs, and profitable market opportunities accessible to every farmer. Through collective action, we are building a sustainable and prosperous future for pomegranate growers.

Mr. Yogeswara H. R.
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Case Study 48

From Input Access to Collective Market Power

How Tiger Zone Farmers Producer Company Limited is Building a Stronger Farmer Enterprise Through Input Services, Agronomy and Market Linkages



Profile at a Glance

NAME:	TIGER ZONE FARMERS PRODUCER COMPANY LIMITED
REGISTRATION:	2023
LOCATION:	PUNE, MAHARASHTRA
SHAREHOLDERS:	370
KEY PRODUCTS:	ONION AND TOMATO

Building a Farmer-Owned Business

Tiger Zone Farmers Producer Company Limited was established on 7 January 2023 in Junnar, Pune district, Maharashtra, with the objective of bringing farmers together to address common challenges in agricultural production and marketing. The organisation began with a group of approximately 60–70 farmers who recognised the need for a collective platform to improve access to agricultural inputs, technical knowledge and organised markets. Over time, the FPO has expanded to 370 farmer members, primarily engaged in cultivating crops such as onion and tomato. Its development reflects the growing interest among farmers in building a collective enterprise that can respond to their agricultural and commercial needs.

During its initial stages, the FPO focused on identifying business activities that could provide immediate benefits to farmers while creating a sustainable revenue stream for the organisation. Access to reliable agricultural inputs emerged as an important requirement, particularly for farmers seeking quality products and timely availability during critical cultivation periods. The FPO's engagement with Bayer FarmRise One provided an opportunity to establish an agricultural input shop, marking an important step in its transition from a newly formed farmer collective into an operational agribusiness enterprise.

An Input Shop Beyond Sales

The establishment of the input shop became a significant milestone in Tiger Zone FPO's development. With support from Bayer FarmRise One, the organisation developed a local platform through which farmers could access agricultural inputs and receive information on their appropriate use. The initiative helped address challenges associated with product availability and created a regular point of interaction between the FPO and farmers in surrounding villages. As the business developed, the input shop became an important means of strengthening member engagement and demonstrating the practical value of collective enterprise.

Beyond input sales, the collaboration has enabled the FPO to provide agronomic guidance through FarmRise One's Development Leaders. Farmers receive support on crop management, product application and improved agricultural practices through regular interactions, field visits and demonstrations. These activities help farmers make more informed decisions while encouraging the adoption of appropriate cultivation practices. By combining agricultural input supply with technical advisory, the FPO is developing a service-oriented business model that responds to farmers' needs beyond commercial transactions.

Strengthening Market Linkages

Alongside its input business, Tiger Zone FPO has begun expanding into agricultural aggregation and market linkage, particularly for soybean and onion. By procuring produce from farmers and consolidating volumes for sale, the organisation is creating opportunities for members to participate in collective marketing rather than relying entirely on individual transactions. Aggregation can help farmers access larger buyers, improve coordination of produce sales and strengthen the FPO's position in agricultural markets. These activities also provide an additional business opportunity for the organisation beyond its established input services.

The FPO's early experience in pooled tomato marketing demonstrated the potential benefits of collective selling. Building on this experience, the organisation is working to strengthen procurement planning, farmer participation and buyer relationships across its key commodities. Its continued engagement with FarmRise One is expected to support the development of more organised market-linkage activities. By gradually integrating input supply with output marketing, Tiger Zone FPO is moving towards a business model that supports farmers at both ends of the agricultural value chain.

From Skepticism to Farmer Participation

Building confidence among farmers was one of the organisation's earliest challenges. During the initial mobilisation phase, the FPO's leadership faced difficulties in encouraging farmers to become members and participate in collective business activities. Limited awareness of the FPO model, uncertainty about its commercial benefits and hesitation towards collective transactions affected participation. Establishing a farmer-owned enterprise also required the leadership to develop an understanding of business operations, member engagement and the practical requirements of managing agricultural services.

These challenges continued during the establishment of the input shop, particularly in relation to product availability, pricing differences and limited experience in managing an agricultural retail business. FarmRise One's support helped the FPO address several of these operational difficulties through guidance, field-level engagement and business development assistance. Regular farmer meetings, product demonstrations and interactions with the FPO's management gradually strengthened awareness and confidence. As farmers began to experience the benefits of organised input supply and technical support, participation increased, helping the organisation establish stronger relationships within the local farming community.

Growing Through Collective Action

Tiger Zone FPO's expanding business activities are reflected in its reported turnover of approximately ₹1 crore in 2025, marking an important milestone for a relatively young farmer-owned enterprise. By initially focusing on agricultural input supply and gradually expanding into aggregation and market linkages, the FPO has strengthened farmer participation, built operational capacity and created additional business opportunities. This service-oriented approach has helped establish a foundation for sustained growth. Going forward, strengthening financial management, ensuring reliable input availability and expanding procurement volumes will be important for improving profitability and building a commercially sustainable farmer-owned enterprise.

Creating Value Through Partnership

The partnership with Bayer FarmRise One has played an important role in Tiger Zone FPO's development by supporting the establishment of its agricultural input shop, strengthening agronomic advisory services and facilitating farmer engagement. Through FarmRise One's Digital Leaders, the FPO has organised farmer meetings, field visits and product demonstrations to improve awareness of agricultural inputs and appropriate crop management practices.

This collaboration has helped the organisation overcome initial operational challenges, build farmer confidence and develop a more structured approach to service delivery. By combining the FPO's local farmer network with FarmRise One's technical and business support, the partnership has created a foundation for expanding agricultural services and strengthening collective marketing activities.

Looking Ahead

Tiger Zone FPO aims to expand its membership, strengthen its agricultural input business and develop organised market linkages for crops such as onion, soybean and tomato. Continued collaboration with Bayer, alongside greater emphasis on farmer training, field demonstrations and technical advisory, will be important for improving service delivery and encouraging wider participation. Strengthening working capital, procurement planning and institutional buyer relationships can further support business growth and operational sustainability. By building on its experience in input supply, farmer mobilisation and collective marketing, Tiger Zone FPO is working towards becoming a commercially sustainable farmer-owned enterprise that creates better market opportunities and long-term value for its members.

We have successfully transformed individual smallholder farmers into a unified, profitable market force—slashing input costs and securing the premium prices our community truly deserves.

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Tiger Zone Farmers Producer Company Limited

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Case Study 49

From Village Challenges to a Farmer-Owned Enterprise

How Yazali Farmers Producers Company Limited is Building Rural Self-Reliance Through Markets, Technology and Collective Action



Profile at a Glance

NAME:	YAZALI FARMERS PRODUCERS COMPANY LIMITED
REGISTRATION:	2018
LOCATION:	GUNTUR, ANDHRA PRADESH
SHAREHOLDERS:	1,200
KEY PRODUCTS:	PADDY, CHILLI, MAIZE AND GROUNDNUT

Returning to the Village with a Purpose

Yazali Farmers Producers Company Limited was established on 11 October 2018 in Yazali village, Guntur district, Andhra Pradesh, with a vision to strengthen rural livelihoods and create sustainable economic opportunities through agriculture. The initiative was led by Lakshmi Narasimha Ikkurthi, who left his career in the IT sector and returned to his village after witnessing the challenges of rural migration and declining opportunities in agriculture. Recognising the potential of collective enterprise to address these issues, he began engaging with farmers through village meetings, awareness programmes and exposure visits. What started with 40 founding farmers gradually developed into an organisation with 1,200 farmer members, working towards making agriculture more profitable and rural communities more economically resilient.

At the centre of Yazali FPO's approach is the belief that villages can become stronger when agriculture provides reliable livelihoods and opportunities for local entrepreneurship. The organisation's vision of improving the "Happiness Index" of villages reflects its commitment to creating economic opportunities that encourage farmers and rural youth to remain connected to agriculture. By promoting collective marketing, agricultural services and enterprise development, the FPO has sought to address challenges such as fragmented production, limited bargaining power and dependence on conventional market intermediaries. Its journey demonstrates how local leadership and sustained farmer participation can lay the foundation for a commercially oriented farmer-owned institution.

A Breakthrough During the COVID-19 Crisis

The COVID-19 lockdown in 2020 marked a turning point in Yazali FPO's development. Disruptions in agricultural markets caused maize prices to fall sharply, leaving farmers with limited opportunities to sell their produce at remunerative prices. Recognising the urgency of the situation, the FPO engaged with government authorities to facilitate farm-gate procurement at Minimum Support Price (MSP). Through this intervention, Yazali became the first FPO in Andhra Pradesh to function as a government procurement agency under this model, demonstrating how farmer-owned institutions can support agricultural marketing during periods of disruption.

The intervention covered a substantial proportion of the village's maize production. Of approximately 600 acres under maize cultivation, produce from around 580–590 acres was procured at the full MSP, enabling farmers to receive nearly ₹550 more per quintal than prevailing market prices. Some farmers reportedly earned up to ₹20,000 in additional income during the season. Beyond the immediate financial benefits, the initiative strengthened trust in the FPO and demonstrated the advantages of collective action. It also established the organisation's credibility as a market intermediary capable of coordinating farmers, engaging with government institutions and responding to emerging challenges.

Building an Integrated Farmer Service Platform

Building on its experience in collective procurement, Yazali FPO has progressively diversified its activities to support farmers across different stages of agricultural production and marketing. Its services include agricultural input supply, produce aggregation, a Custom Hiring Centre, processing and branding, creating opportunities for farmers to access essential services through a common institutional platform. The Custom Hiring Centre supports access to farm machinery, while input supply and aggregation activities help address production requirements and improve market participation. Together, these services enable the FPO to develop multiple business activities while strengthening its engagement with farmer members.

Technology adoption has become an increasingly important part of the organisation's development strategy. Yazali FPO is introducing drone-enabled agricultural services and digital farming solutions to improve access to modern agricultural practices and support more efficient farm operations. These initiatives are intended to make emerging technologies more accessible to small and marginal farmers who may face financial or technical barriers to adopting them individually. Alongside technological services, the FPO continues to strengthen direct institutional market relationships, linking improvements in agricultural production with opportunities for better marketing and value realisation.

Scaling the Farmer Enterprise

Yazali FPO's expanding activities are reflected in its financial performance, with revenue increasing from ₹3.5 crore in 2023 to ₹10 crore in 2024, representing growth of approximately 186%. Revenue further increased to ₹16.4 crore in 2025, registering an additional 64% growth and taking the organisation's business to nearly 4.7 times its 2023 level, an overall increase of approximately 369%. The FPO has also reported a 70–80% farmer retention rate, indicating continued participation as its operations expand. Despite challenges related to working capital, operational expenses, commodity-price fluctuations and competition from established traders, the organisation has continued to strengthen its commercial activities. Its experience highlights the importance of diversifying revenue streams, maintaining farmer relationships and developing efficient business systems to sustain growth.

From One Collective to a Wider Farmer Network

Building on its experience in farmer mobilisation, agricultural services and market development, Yazali FPO is working towards expanding its model through Yazali Agri Tech, an initiative aimed at creating a multi-hub network connecting farmer collectives with technology, business services and institutional markets. The proposed approach seeks to extend the benefits of organised agricultural enterprise beyond a single village by enabling farmer-owned institutions to access shared resources, modern technologies and wider commercial opportunities. Strengthening financial management, operational efficiency and institutional partnerships will be important as the organisation scales this model. From its beginnings as a village-level initiative to its emergence as a growing agribusiness enterprise, Yazali FPO's journey illustrates how local leadership, collective action and market-oriented innovation can create new opportunities for farmers while contributing to more resilient rural economies.

> ***FPOs should become the economic engines of villages—making them successful, developed communities that contribute their best to the growth of the nation.***

Lakshmi Narasimha Ikkurthi
Chairman
Yazali Farmers Producers Company Limited

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Case Study 50

From Individual Marketing to Collective Market Strength

How Zalansar Farmers Producer Company Limited is Building Scale Through Aggregation, Digital Advisory and Farmer Services



Profile at a Glance

NAME:	ZALANSAR FARMERS PRODUCER COMPANY LIMITED
REGISTRATION:	2022
LOCATION:	JUNAGADH, GUJARAT
SHAREHOLDERS:	331
KEY PRODUCTS:	WHEAT, SOYBEAN, PADDY AND GROUNDNUT

Building a Farmer-Owned Market Platform

Zalansar Farmers Producer Company Limited was formed to strengthen farmers' access to organised markets and create better opportunities through collective enterprise development. Traditionally, farmers marketed their produce individually through local channels, often limiting their ability to negotiate prices, access larger buyers and benefit from economies of scale. Recognising these challenges, the FPO brought farmers together under a common business platform focused on aggregation, agricultural input supply and market linkages.

Over time, the organisation has developed an integrated approach that supports farmers at different stages of the agricultural value chain. By combining collective marketing with access to quality inputs, digital advisory and technical training, Zalansar FPO is strengthening its role as both an agricultural service provider and a farmer-owned marketing enterprise. This approach is helping build stronger farmer engagement while creating opportunities for sustained business growth.

Creating Scale Through Aggregation

Collective aggregation has emerged as the cornerstone of Zalansar FPC's business model. In FY 2024–25, the organisation aggregated and marketed more than 5,000 MT of agricultural commodities, demonstrating its capacity to consolidate produce and facilitate large-volume transactions. By bringing together produce from individual farmers, the FPO is creating opportunities to engage with larger buyers, improve marketing efficiency and reduce dependence on fragmented sales channels.

Alongside output marketing, the FPO has developed an agricultural input business covering seeds, fertilisers, crop-protection products and other essential farming materials. Input sales exceeded ₹50 lakh in FY 2024–25, reflecting the growing importance of farmer-oriented services within its operations. By supporting farmers with inputs before cultivation and organised marketing after harvest, the organisation is developing a more comprehensive business model that strengthens its relationship with members throughout the production cycle.

Bringing Digital Intelligence to Farming

Recognising the importance of timely information in agricultural decision-making, Zalansar FPC has integrated digital advisory services into its farmer-support activities. Through the ITCMAARS platform, more than 300 farmers have gained access to weather forecasts, crop advisories, market information and agronomic recommendations. These services are helping farmers make more informed decisions regarding cultivation practices, input application and crop management.

Digital engagement is complemented by practical capacity-building initiatives. The FPO has facilitated training programmes, field demonstrations and awareness activities for more than 150 farmers, focusing on scientific cultivation, efficient resource utilisation and improved agricultural practices. By combining technology-enabled information with field-level learning, the organisation is encouraging knowledge adoption and strengthening farmers' ability to respond to changing agricultural conditions.

Building a Strong Business Base

Zalansar FPC's financial performance demonstrates the scale achieved during its early years. Revenue increased from ₹2.66 crore in FY 2022–23 to ₹11.21 crore in FY 2023–24, representing growth of approximately 321%. In FY 2024–25, revenue stood at ₹10.05 crore, representing a decline of approximately 10% from the previous year. Despite this moderation, turnover remained nearly 278% higher than the FY 2022–23 level, indicating that the FPO has maintained a substantially larger business base than in its initial year. The FPO moved from no reported surplus in FY 2022–23 to ₹90,950 in FY 2023–24. Surplus subsequently increased to ₹95,452 in FY 2024–25, an improvement of approximately 5%. Maintaining profitability while managing large-volume commodity businesses will be important as the organisation continues to expand.

Moving Beyond Primary Aggregation

Having established a substantial business base through aggregation and input supply, Zalansar FPC is positioned to explore opportunities in processing, value addition and diversified agricultural enterprises. These activities could help the organisation reduce its dependence on primary commodity trading, improve value realisation and develop differentiated

market opportunities for farmers. Building stronger institutional buyer relationships, improving post-harvest handling and exploring commercially viable processing activities will be important for converting its existing business scale into greater economic value.

Building on Farmer Trust

Zalansar FPC has developed from a newly established farmer collective into an organisation handling substantial volumes of agricultural produce and providing inputs, digital advisory and technical support. Its progress illustrates how aggregation can create the initial scale for an FPO, while technology and farmer services can deepen member engagement and strengthen the institution over time. The next phase will be to convert this scale into greater value through diversification, processing and stronger market integration.

Our strength lies in the collective efforts of our 331 farmer members. Through partnerships, technology and market-driven initiatives, we are committed to creating sustainable income opportunities and building a stronger future for our farming community.

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Confederation of Indian Industry

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering Industry, Government and civil society through advisory and consultative processes.

For more than 130 years, CII has been engaged in shaping India's development journey and works proactively on transforming Indian Industry's engagement in national development. With its extensive network across the country and the world, CII serves as a reference point for Indian industry and the international business community.

In the journey of India's economic resurgence, CII facilitates the multifaceted contributions of the Indian Industry, charting a path towards a prosperous and sustainable future. With this backdrop, CII has identified "Accelerating Competitiveness: Growth, Resilience, Inclusion, Sustainability, Trust" as its theme for 2026-27, prioritising five key pillars. During the year, CII will align its policy advocacy, institutional initiatives, partnerships, and outreach to support Indian industry in strengthening these five interconnected pillars of competitiveness.

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FACE
CII-Jubilant Bhartia
Food and Agriculture Centre of Excellence

FACE is CII's Centre of Excellence dedicated to building efficiencies across the agricultural value chain from farm to fork. FACE is charged with the mission of improving competitiveness of India' agriculture and food sector by catalyzing innovation, building capacity and enhancing productivity across the value chain. FACE works with farmers, companies, development institutions and the government to

- Improve on and off-farm productivity through the dissemination of best practices and technological innovation
- Invest in capacity building initiatives and skill development for supply chain participants across the value chain
- Strengthen linkages across the value chain through market access initiatives, thereby reducing losses and increasing farmer incomes

FACE's service portfolio comprises commodity specific value chain assessments and supply chain advisory services for food and agri businesses, training and consulting services in the area of food safety, and sectoral research across different market segments. FACE also works on projects in PPP mode, to develop business models that are scalable and replicable across geographies.

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